

# LAW ENFORCEMENT NEWS

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*Colorado tunes out lie tests:*

## Polygraph results banned

The Colorado State Supreme Court recently ruled in a unanimous decision that lie detector test results cannot be used in the state as evidence in criminal trials even if both sides, their attorneys and the trial judge agree that they should be used.

However, interviews by Law Enforcement News with a number of police officials in the state seem to indicate that the use of the lie detectors as investigative tools will continue unabated despite the state court ruling.

The Colorado Supreme Court ruled that Boulder District Judge Rex Scott erred in admitting the results of three polygraph examinations in the criminal trial of Richard Anderson on felony charges of robbery and sexual assault.

State Justice William Erickson, writing for the court, cited three reasons for denying the admission of lie detector results in the trial. "We do not believe that the psychological and physiological bases for the polygraph examination have been sufficiently established to assure the validity and reliability of the results," Judge Erickson wrote.

"Nor are we persuaded," he went on, "that sufficient standards for qualifications of polygraph examiners exist to ensure competent examination procedures and accurate interpretation of

the polygram (test)."

The justice also said that presenting evidence to a jury about the results of lie detector test "interferes with and may easily prejudice a jury's evaluation of the demeanor and credibility of witnesses and their testimony."

But Carl Whitehead, deputy director of the Colorado Bureau of Criminal Investigations, which uses lie detectors extensively, said in a recent interview with Law Enforcement News that while he agrees with the decision of the state Supreme Court banning the results of such tests in criminal trials, his agency does not plan to halt their use in their own investigative work.

"Polygraphs are an accepted investigatory tool, and they always have been," Whitehead noted. "All this says is that as far as the court is concerned, they don't recognize it as far as it being a hard enough science to be 100 percent accurate, or at least accurate to the point where it meets the measure of reliability."

Whitehead said that while he considers polygraphs to be a reliable tool, "it all depends on the operator" of the instrument, and the training the operator receives. "There's never been much in the way of standardization of training,"

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Taking the family out for a drive can be a tricky proposition in Prince George's County, Maryland, where officers have been taking their patrol cars home for off-duty use. Sounds good — if you don't mind a shopping trip turning into a high-speed chase. For details, pull over to Page 3.

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## NIJ planning overhaul of 'Exemplary Projects' program

By EDWARD DIAMOND

With the demise of the Law Enforcement Assistance Administration (LEAA) now accepted by many Reagan Administration officials, one government agency is stepping into part of the vacuum created by LEAA's downfall, providing some technical assistance on selected criminal justice projects deemed particularly promising.

The National Institute of Justice's Exemplary Projects Program is currently being reviewed by Justice department officials with an eye toward focusing the program on specific themes each year. Current department thinking has pegged violent crime as the theme for 1982, although officials are quick to point out that the entire Exemplary Projects effort has yet to receive official Justice Department clearance.

Officials also note that an advisory board/composed of criminal justice officials from three areas of law enforcement — police prosecution and the courts is not expected to be chosen until later this month. The board would screen prospective programs, identify candidates for on-site validation, and propose papers on such projects to serve as a "state of the art" literature.

In a recent interview with Law Enforcement News, Virginia Baldau, of

NIJ's Model Program Development Division, said that the Exemplary Projects Program would "aggressively identify" projects worthy of consideration, as opposed to the programs in the recent past, which had "simply solicited" ideas from the field and chosen a select few.

She noted that the program traditionally has placed major emphasis on evaluation processes of candidate projects, but she added that "impact evaluations are among the most complex and costly to conduct." And, she went on, "Given current fiscal realities, they are beyond the resources of many state and local agencies."

In the past, Baldau noted, many state and local agencies relied on LEAA funding to conduct evaluations. Current Justice Department thinking, she said, is that "NIJ thus feels a responsibility to actively seek out, identify and assess new and promising approaches, but can do so

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## Atlantic City policing torn by media battle

Take a city with a growing reputation as a gambling mecca — Atlantic City — and add the following ingredients: two public safety officials with an intense dislike for each other; charges of racism; the Public Safety Director charging press distortion and racial prejudice, and media reports of police corruption in such areas as narcotics and organized crime enforcement.

Let simmer for a year, and the end product appears to add up to a very confusing picture of law enforcement in this Northeast resort city. But several things remain clear. Charges go unanswered, animosities continue unabated and nerves remain frayed.

The latest ripples in the maelstrom came when the Washington Post reported that the city's Public Safety Director, Willie B. Clayton, was promoting five inspectors, including himself, to the rank of deputy chief, giving the five a 22.5 percent pay increase.

Nonsense, says the director, in a recent interview with Law Enforcement News. Clayton said there were in fact promotions, but no pay increases. And Clayton said the only reason he made the promotions was that two independent police organizations had studied Atlantic City's force and recommended that the five officers be equal in rank. Rather than demoting some officers, Clayton said, he decided to elevate all of them in rank.

The charges get more serious and the denials and countercharges from

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*Churning up the cream of policing:*

## The simple origins of the ICAP complex

By THOMAS J. SWEENEY

On first encounter with an ICAP program in its advanced stages, a newcomer can be easily confused or overwhelmed by its extended web of interconnected activities. Beneath a dynamic array of planning, training, and development actions on one hand, and diverse, highly developed systems in such areas as

by providing competent analysis information, better planning and management and carefully targeted field activities. With such a reorientation, it was believed, a department could significantly increase its efficiency and effectiveness while at the same time, enhancing the professional development and job satisfaction of its officers.

The central importance of patrol as the foundation of police service was clearly recognized. The historic pecking order which relegated patrol to a position of low esteem was recognized as destructive and counterproductive. Rather than viewing patrol as a residual function left over after the "cream" of the manpower had been skimmed off for specialized units, the new approaches stressed that an organization had to be built in support of its first line of service delivery. As a result, all follow-up and administrative services were seen as being subject to redefinition in whatever ways were best suited to facilitating and supporting desired operations at the front line of patrol or investigation.

A rich and dynamic history of patrol development leading up to ICAP in its present form is encapsulated in a decade.

In November 1971, Kansas City police officers began to debate the value of random preventive patrol. This marked the opening of the first sustained questioning and development of the patrol function. Four years later, programs emerging directly from this initial stream of patrol experimentation would join with a very modest LEAA discretionary program called the Patrol Emphasis Program. By the time PEP was renamed the Integrated Criminal Apprehension Program in 1977, it had begun to pick up significant momentum, expanding both in program scope and the number of jurisdictions participating.

### The Early Research

In the fall of 1971, Kansas City Police Chief Clarence Kelley instructed task forces in each of his patrol commands to identify the primary problems they faced and to devise new and improved methods of patrol. Officers in the South Patrol Division quickly identified a series of alternative strategies they would like to test. The time needed to implement those alternatives, however, conflicted with the department's traditional posture of maintaining a highly visible preventive patrol

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### THE ICAP STORY

*Second article in a series*

crime analysis, warrant service, time management and prosecutive follow-up on the other, it is easy to miss the relatively simple premise that gave birth to and has remained the central foundation of the Integrated Criminal Apprehension Program.

ICAP traces its origins to a handful of police agencies and a series of research programs in the early 1970's. These early efforts tested longstanding approaches to police work and found the underlying assumptions to be wrong. They pioneered innovative approaches in both patrol and investigation that were built on a very simple premise: that basic patrol and investigative operations could be reshaped



# ...NewsBriefs...NewsBriefs...NewsBriefs...

## Accreditation panel gives tentative OK to 19 standards

The first 19 standards tentatively approved by the Commission on Accreditation for Law Enforcement Agencies have been made available to practitioners.

The standards approved by the commission include such areas as agency jurisdiction and relationships with other agencies; recruitment; career development; prisoner transportation; collection and preservation of evidence, and property management. The new standards are the first of 48 such areas to be addressed by the commission.

An announcement published by the commission says the standards are in "discussion draft form" and notes that the standards may be changed at any time by the program managers for the four organizations participating in the commission, at the commission's direction.

Participating organizations include the International Association of Chiefs of

Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs Association and the Police Executive Research Forum.

The commission plans to field-test the standards that have been tentatively approved. After agencies have offered suggested revisions, the commission expects that some of the standards will be either partially or totally revised.

Commission members will meet again from January 5-10 in West Palm Beach, Florida. At that time they plan to continue review for standards approval, discuss and review staff suggestions on the field test procedure and the entire accreditation process, and consider several applications for levels of compliance with approved standards.

Among the standards areas to be reviewed by the commission at its next meeting are intelligence operations, traffic law enforcement, accident management, written and verbal management direction, and crime prevention.

Information concerning standards areas already approved and copies of those drafts can be obtained by writing to: Information Office, Commission on Accreditation for Law Enforcement Agencies Inc., 1730 Pennsylvania Ave., N.W., Suite 460, Washington DC 20006, or by calling (202) 783-5247.

## 'Lock 'em up' policy for SF addicts gets mixed reviews

After its first five months, the new "get-tough" policy adopted by the San Francisco police toward heroin users has gotten its first reviews and they are mixed: the police say they like the results they have been getting, but critics of the program say cops are wasting their time chasing small-time users and frequently violate the rights of those they arrest.

The program, which began in July, is based on a provision of California's Health and Safety Code that says anyone convicted of being under the influence of heroin must spend at least 90 days in jail. Under the statute, judges are barred from either reducing the sentence or granting parole to those convicted. The tough stance was inaugurated by police in an effort to cut down drug-related crimes such as shoplifting and burglary. (LEN, July 13, 1981).

According to a recent Associated Press story, the chief attorney for the public defender's office has labeled the project a "sham."

The attorney, Pete Keane, was quoted by AP as having said the program is "an expensive bit of frill the police engage in that is meant more as public show than substantive law enforcement."

The San Francisco police department uses 85 officers trained especially by the U.S. Justice Department. When a similar six-week project was undertaken by the city in 1979, six officers made 263 narcotics arrests and police said the burglary rate fell in the city's run-down Tenderloin area.

According to police statistics for the current offensive, however, trained officers have made 83 arrests since the program was revived.

One officer participating in the project, Steve Boeshard, told the wire service, "Out of the 85 officers, I would bet 70 of them have never done an 11550," referring to the title of the state statute.

Public defender Keane said the police use the program to inflate arrest figures, that investigators perjure themselves to justify arrests and that the same heroin users are frequently nabbed.

Officer Boeshard said that the attorney's contention that the same small-

time dealers are arrested is "probably" true, according to AP, but added that arrests of major narcotics dealers is difficult without information provided by their regular customers.

## Senior Management Institute seeking applicants for '82

The Police Executive Research Forum (PERF) has begun accepting applications for its second Senior Management Institute for Police. The three-week session, to be conducted between March 21 and April 9, 1982, at Osgood Hill in North Andover, Massachusetts, will include 40 police managers who will be trained in graduate school-level business administration classes on a variety of topics of concern to police policy- and decision-makers.

Applicants should be in a "position involving significant responsibility for policy development and interpretation, supervision of personnel and responsibility for carrying out various departmental functional activities," according to Gary Hayes, PERF's executive director.

At the institute, executives will use the case-study method popularized by the Harvard Business School, and will receive instruction on such topics as local fiscal environment, relations with local government officials, program analysis and evaluation, budget development, leadership styles, stress and conflict management, career development, performance appraisal, employee unions and associations relations, productivity, personnel allocation, and computer information systems and data processing.

Last year's institute was funded through a grant from the Law Enforcement Assistance Administration. Financial support this year comes from, among other sources, grants from the Pinkerton Foundation, the Grace Foundation, the Stop and Shop Foundation and the John Hancock Mutual Life Insurance Company. In addition, applicants are charged \$2,000 for the course, which covers room, board and all course materials.

Applicants and their chiefs should request forms through PERF, 1909 K Street N.W., Suite 400, Washington D.C. 20008. Application and appraisal forms are due by December 30, 1981.

## Study discusses steering clear of terror attacks on vehicles

"Terrorist Attacks on Vehicles" is a new report published by the San Francisco firm Asstet Protection that focuses on terrorist attacks on vehicles for the purpose of assassination or kidnapping. Written by Morris Grodeky, a forensic science specialist at the Federal Law Enforcement Training Center in Glynco, Georgia, the book discusses both the methodology and tactics of the attacks through analyses of terrorist strategies, scenarios and case studies.

The book contains seven vehicle attack cases which are accompanied by detailed schematics showing the attack areas, positions of the targets and terrorists and a complete description of the incidents. The report also lists countermeasures to reduce both the probability of an attack and the successful completion of an assault, should one occur.

For more information, contact: Asstet Protection, 500 Sutter Street, Suite 503, San Francisco, CA 94102, or call 415-392-2955.

## Chicago FOP wins 20 percent pay hike in new two-year pact

As this issue of Law Enforcement News was going to press, the Associated Press reported that officers of the Chicago Police Department had voted to accept a new two-year contract.

Details of the pact include a 20 percent increase and improved benefits, according to an announcement by the city's Fraternal Order of Police.

In 1983, starting pay for officers with 10 years of service will be \$28,560, under the terms of the new accord.

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## Watching and waiting:

# NYCPD faces the '82 blues

New York City residents, who had been expecting a New Year's present of 2300 additional cops on their city's police force, now are facing the twin specters of a city administration that says budget constraints may mean no new cops will be hired and the dire word that veteran police officers are leaving the department in record numbers.

The news comes at a time when attrition has reduced the force to 22,170 officers, its lowest level since 1954, and at a time when the city has surpassed last year's record total 710,153 reported major crimes. The current police manpower complement includes 1,000 rookies who graduated from the Police Academy December 14.

The last time the city's force was at this size, in 1954, crime rates were reported to be less than half of what they are today. But officials also point out that fewer crimes were probably reported at that time, and that changes in record-keeping make comparisons, such as the one recently reported in the New York Times, less than fully representative.

Police statistics also show that the average age of police officers, which had risen from 34 to 39 in the wake of the 1975 layoffs, is now down to 37. While some officials note that younger officers may be more physically capable, others point to the fact that older officers seem to be better able to resolve disputes, a task that takes up a considerable amount of the average police officer's time.

The New York Daily News recently reported that it is now expected that 2,026 officers will retire from the force at the end of the fiscal year on June 30, 500 more than what was originally anticipated by the department.

Some officials attribute the surge in retirements to increased earnings by officers from overtime pay as well as favorable court rulings on medical retirements and what the News called "cutbacks in cushy desk jobs."

The Daily News quoted Philip Caruso, president of the Patrolmen's Benevolent Association as having said, "More and more officers are seeing this as a dead-end job. The department no longer wants seasoned senior people doing the headquarters jobs and there is little or no promotion."

NYCPD Chief of Personnel Joseph Veyvoda, said that the increase in the estimated number of cops retiring at the end of the fiscal year came as a "surprise," and said many are calling it quits because of the new department policy of civilianizing many clerical jobs that had gone to veteran officers before.

Chief of Operations Patrick J. Murphy told the New York Times, however, that the increase in civilian personnel had, to some degree, lessened the impact of the decline of the department's police strength, and that increased usage of civilians had allowed the department to

## NHTSA backs down on radar standards

In a reversal of a five-year effort, the National Highway Traffic Safety Administration has decided to change its performance standards for police radar units into mere "models" for state standards, according to a recent item in the Washington Post.

The Post said states can choose to use the agency standards as a guide if they are not worried that motorists will be suing to challenge the accuracy of radar units that predate those standards.



NYCPD Commissioner Robert McGuire put more officers on patrol.

Commissioner Robert McGuire told the Times, "Of course, we would like to have more officers," but noted that in spite of the downward spiral of officers which he had referred to earlier in the year as a "hemorrhage," members of the department "are working harder and I

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## GAO blasts organized crime strike forces as strikeouts

A study by the General Accounting Office (GAO) of Federal organized crime strike force efforts in four cities between October 1977 and December 1979 has blasted those anticrime efforts, saying that prosecutions of three-fourths of those tried under the program have resulted in prison sentences of two years or less and that many of the cases handled by the strike forces, which cost \$100 million a year, weren't even deemed to be of a caliber that warranted the time of the units.

The study, done at the request of Sen. Max Baucus, a Montana Democrat who is also a member of the Senate Judiciary Committee, studied strike force programs in Brooklyn, Chicago, Los Angeles and Philadelphia. Started in 1967, 14 such units are currently active in U.S. cities.

Comments from Justice Department officials seemed to indicate that while some of the GAO findings were considered to be valid, others were not, and did not represent the entire picture of Federal efforts against organized crime.

Kevin D. Rooney, the Justice Department's assistant attorney general for administration, told the Washington Post, which had detailed some of the GAO report's findings, that "To the extent that the success of organized crime depends upon consensual crimes such as

illegal gambling, narcotics, prostitution it will continue to flourish as long as the American public continues its patronage of these income-producing activities."

Strike force members are drawn from such law enforcement agencies as the FBI, the Drug Enforcement Administration, the Bureau of Alcohol, Tobacco and Firearms and the Internal Revenue Service, which lends its financial expertise to investigations.

In the four strike forces studied between 1977 and 1979, the GAO study concluded that of the defendants prosecuted, 22 percent were sentenced to terms of more than two years. The remaining 78 percent were either paroled immediately or received sentences of two years or less.

Justice Department officials have given the GAO information for its strike force efforts in 1981 showing that the average sentence had increased to 43 months. Those statistics also show that 56 percent of strike force defendants were receiving sentences of two years or less.

The GAO study also said the strike forces had been involved in a number of cases that should not have occupied the time of their offices. Those cases included a counterfeit stamp case, a tool theft case, and a fraudulent bankruptcy

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## Can I borrow the car tonight, chief?

# Off-duty car program fills patrol gaps

The deal works this way for police officers in Prince George's County, Maryland: you get to ride a police cruiser while off-duty, but if you hear an emergency call while you're in the car, you're expected to respond, just as if you had been cruising on-duty.

Begun in 1972, the department project was one of the first ever in the country and officials now say that due to a per capita police force much lower than other departments in the U.S., Prince George's would be overwhelmed by calls for assistance without the off-duty police riding in their cruisers.

The advantage to the off-duty police officer is simple: he or she gets to use a good car with free gas. For some officers, that means having the second family car they need but can't afford to own. The shortfall of the proposition is that the officer has to respond to calls when they get behind the wheel. Some officers' family members say they won't go out driving with their police mates when they are in the car off-duty. More often than not, they say, a call for service will mean they won't get to where they were planning to go in the first place.

And, according to the Washington Post, the outgoing president of the Prince George's County Fraternal Order of Police, Laney Hester, says the program still doesn't compensate for the fact that the county force is understaffed.

The Post quoted the outgoing union official as saying, "I've actually heard the dispatcher ask: 'Any car for a robbery in progress?' and there's no answer."

Both Police Chief John McHale and County Executive Lawrence Hogan dispute Hester's claim, with one county official quoted as saying, "As long as there is one criminal on the street there is never enough (police protection). The question is a standard of reasonableness."

Prince George's recently added 33 new



Bill Snead — The Washington Post

Officer Diane Duncan of the Prince George's County police loads packages into her patrol car after an off-duty shopping trip.

sworn positions to bring the authorized strength of the department to 873, the highest number since 1977. In the third week of November the strength was reported in the Washington Post as 838, with union president Hester claiming that between 75 and 100 more officers are

needed for the department to police the county effectively.

FBI statistics show that suburban counties average two officers for every 1,000 residents. But Prince George's, a suburb of Washington, has a reported

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# People & Places

## Ft. Worth tactical squad shows its worth

Members of the Tactical Unit of the Fort Worth Police Department were told recently to attend a meeting of the City Council and were advised that they were to be recognized briefly by the council for their exemplary work.

What the unit's members weren't told in advance of the meeting was that they were to be singled out for awards totaling \$20,400 presented by the Fort Worth Police Officer's Award Foundation, a nonprofit group established earlier in the year by members of the community who recognized the need for effective action against crime.

In handing out the awards, given in the form of \$1,200 checks to individual unit members, foundation trustee John M. Stevenson noted that since the unit's in-

ception in 1980, its members recovered close to \$1 million in stolen property and made more than 2,000 arrests, including 526 arrests of persons caught in the act of committing a crime.

Current officers with at least four months of service in the unit were eligible for the award. They include Officers Donald J. Allred, Gerald L. Beall, Wayne Fiteh, Larry W. Goodwin, Dale L. Hinz, John C. Hubbard, David King, David W. Sears and Minor R. Hopkins.

Also, Detectives Ricky L. Davis, John P. Marcellus, Paul E. Mertz, Darrell Pena and Herschel G. Tebay.

The supervisors recognized included Sgt. Richard M. Beckrich, Lieut. Kenneth M. Culpepper and Sgt. Larry R. Spigler.

## Wounded DC cop calls it a career

James Brady may be out of the hospital following his recovery from the March 30 assassination attempt on President Reagan, and the President may be back at work, but at least one person injured in that incident has decided to call it quits.

Washington, D.C., Police Officer Thomas K. Delahanty has been granted a disability retirement because of wounds he suffered during the attack on the President.

The 45-year-old officer, a member of the force for more than 18 years, wasn't even supposed to be working the day the President was wounded, but volunteered for duty outside of the Washington hotel where President Reagan had been making a speech.

In the ensuing attack on the President, Delahanty was struck in the left arm and shoulder by a bullet later removed by surgery. In announcing his retirement, the officer said he felt fortunate to have survived, but noted that his healing from surgery had been slow and that a number of other operations had been needed.

According to the New York Times, the officer said that he still suffers from pain similar to "banging your funnybone against a door."

## Knight rides off

Succeeding H. Stuart Knight as the head of the Secret Service is John Simpson, a veteran agent chosen by the White House from a field of five candidates. The job traditionally goes to a career agent.

Simpson's credentials include serving as the agent-in-charge when Ronald Reagan toured Asia a decade ago as the personal emissary of President Richard Nixon. He has been the director of the Executive Protective Service, the uniformed service that guards both the White House and foreign diplomatic missions.

According to the Washington Post, the new Secret Service head is also reported to be close to Edward V. Hickey Jr., a former Secret Service agent who now serves as a Presidential aide in charge of special support services.

The new boss will command an agency expected to almost double in manpower over the next year when it absorbs agents who had been assigned to the Treasury Department's Bureau of Alcohol, Tobacco and Firearms.

## Giuliani's complaint

A stinging criticism of the efforts made by Federal and local law enforcement officials in combating organized crime has come from Associate U.S. Attorney General Rudolph Giuliani. Giuliani, who spoke with the New York Daily News in a recent interview, is a veteran of those anticrime fights, having been a U.S. Attorney in the New York office and having headed the narcotics and special prosecutions sections of that office.

"We have never done a very good job on dealing with the problems of crime," Giuliani told the New York paper.

His job as associate attorney general, the third ranking post in the Justice Department, includes overseeing some of the major Federal crimefighting efforts, such as the Justice Department's Criminal Division, the Drug Enforcement Administration, the U.S. Bureau of Prisons, the Immigration and Naturalization Service, the U.S. Parole Commission, the Pardon Attorney's Office and the U.S. Marshal's Service.

Giuliani said recently that part of the problem can be seen when one compares the efforts of criminal narcotics enterprises with the units the Government has established to combat them.

Speaking of the narcotics rings he has tried to fight, Giuliani told the News, "My god, they're really well organized. They've really got it together in terms of dealing with each other, not wasting any effort, having people who are dedicated and keeping their mouths shut."

The Government's efforts, he said, are less well-coordinated. "We had maybe eight different law enforcement agencies involved at one stage or another, a couple of different prosecutors' offices. Maybe at points they worked together, but it wasn't very coordinated."

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# SUPREME COURT BRIEFS

By AVERY ELI OKIN



Despite the fact that the number of cases on the Supreme Court docket involving prisoner's grievances has grown steadily over the last several years, the Court has adhered to a policy of not second-guessing the policies of professional correctional administrators. The Supreme Court's hands-off doctrine has been most noticeable in those cases involving the use of violence by correction officers to maintain control in the prison community.

This stance by the Justices is in line with the view expressed by Chief Justice Burger in his major correctional reform address of last May, in which he urged that Congress should shoulder more of the burden for prison reform. In elaborating on that position, the Chief Justice specifically recommended that Congress immediately act to create a national corrections academy to properly train personnel for the nation's prisons.

Although the Supreme Court has consistently passed up the opportunity to establish nationwide policy regarding prisoner's rights and remedies when subjected to violence in the correctional setting, the Court has been receptive to cases involving the prisoner's rights to seek redress of those grievances through

the courts. A recent example of the Supreme Court's action in this area, as well as the status of several cases of interest to law enforcement practitioners, follows.

## Prisoners' Access to the Courts

In an unsigned opinion, the Supreme Court announced that in this particular case the prisoners lacked a "judicially cognizable interest in the prosecution..." of correction officers who were allegedly involved in beating prison inmates.

The present case had its origin in the August 1973 uprising of prisoners in the Central Correctional Institution in Columbia, South Carolina. Several prisoners asserted that during the uprising they "were unnecessarily beaten by prison guards."

Shortly after the uprising one of the prisoners sought to obtain criminal arrest warrants against four specifically identified prison guards. The prisoner took this action since South Carolina law requires the issuance of an arrest warrant as a preliminary step in the actual prosecution of the named party. In support of the request for the four arrest warrants, the prisoner presented sworn statements of inmates as well as "confidential information from an employee" of the Central Correctional Institution who "purportedly investigated the incident" and came to the conclusion that the prisoners had been "victimized by the prison guards."

Based upon that evidence a state court

magistrate found that probable cause existed for the issuance of arrest warrants against four prison guards. Prior to issuing the warrants, the magistrate informed the legal adviser of the South Carolina Department of Corrections of his intention to authorize the warrants. That information was passed on to the warden of the Central Correctional Institution.

To prevent the arrest warrants from being issued, thus causing the criminal action against the accused correction officers to be dropped, the warden and the Department of Corrections legal adviser met with the county sheriff, the deputy attorney and the state solicitor. After reviewing the facts in this case the state solicitor noted that he was sure that indictments would not be sought for three of the correction officers. The state solicitor further noted at the meeting that he was unsure whether an indictment would be sought against the fourth officer. Following the meeting the state solicitor wrote a letter to the magistrate urging him not to issue the four arrest warrants. The letter contended that the warrants were unnecessary in light of the fact that the state solicitor would be requesting a complete investigation of the charges by the State Law Enforcement Division. Perhaps as a result of the state solicitor's letter, the magistrate did not issue the arrest warrants.

Following the magistrate's refusal to issue the arrest warrants, and when it became apparent that no state investigation had been undertaken, the prisoners filed suit in the United States District Court for the District of South Carolina. Among the prisoner's contentions was that the participants in the above described meeting "conspired in bad faith to block the issuance of the arrest warrants for the prosecution of the prison guards." The District Court determined that the prisoners had been denied "a meaningful ability to set in motion the governmental machinery" to seek redress of their grievances because the participants in the meeting had "stopped the machinery unlawfully, not in a proper way...."

After determining that the state solicitor and magistrate were immune from any damages that might be awarded in this case, the District Court ruled that the legal adviser to the Department of Corrections and the agency's director were liable, for "requesting the state solicitor to discourage issuance of the warrants." In line with those findings, the prisoners were awarded \$3,000 in compensatory damages, \$1,000 in punitive damages and the amount of the attorney's fees.

Shortly thereafter an appeal was taken to the Court of Appeals for the Fourth Circuit. The awards were affirmed, but with the appellate court taking note of the case of *Linda R. S. v. Richard D.*, 410 U.S. 614 (1973). The cited case had established the principle that "a private citizen lacks a judicially cognizable interest in the prosecution or nonprosecution of another." Distinguishing the present case from *Linda R. S.*, the Court of Appeals explained that such a holding did not bar the prisoner's right to seek an arrest warrant against the corrections officers.

The Supreme Court Justices, however, felt that the principle enunciated in *Linda R. S. v. Richard D.* was controlling in this case. In support of this view, the Justices stated that even if the issuance of the arrest warrants could remedy the prisoner's alleged injuries, the issuance of the warrants alone would not guarantee a subsequent prosecution. The Supreme Court decision further mentioned the fact that the actual decision to prosecute is solely within the discretion of the prosecutor.

Following upon that reasoning, the Supreme Court Justices reversed the decisions of the lower courts, finding the

Continued on Page 11

## Dade eclipses 1980 murder total, while South Miami crime drops

It has been a mixed bag of blessings of late for southern Florida, recently featured on the cover of Time magazine in the latest media effort to focus on the crime troubles the region has.

In Dade County, officials and citizens alike are reeling from what is the worst year for homicides in recent memory. November 30 say the county equal its total record of homicides for the previous year, 580, with what was reported to be an argument over soft drink bottles leading one man allegedly to plunge a knife into the chest of another.

Seven hours later, according to the Miami Herald, the record was broken when police found the bullet-riddled body of a woman in an empty lot. Metro detectives said a check on the deceased turned up a woman with two names, Linda Marie Cruz, also known as Mary Benetiz. Police records said the woman had been arrested twice previously, once for carrying a concealed weapon.

Tourism officials in an area that relies heavily on visitors for its economy are appalled at the death figures, as is just about everyone else in the county. Many say it is becoming almost impossible to sell the area's strong points when they make their pitches to attract new visitors.

But in at least one area of Dade County, the news is much less discouraging. In South Miami, the only major city in Dade where the crime rate is actually falling, Mayor Jack Block has proposed that the city's police officers get \$500 Christmas bonuses as a way for the city to say thanks for the brighter numbers.

"There's nothing like cash in the pocket to let people know that you're thankful," Block told the Miami Herald.

Block called the Citizen's Crime Watch program a major factor in reducing the city's crime rates — burglaries reported are down 13 percent and muggings are off by 14 percent from last year's figures.

Others point to the high police-to-citizen ratio that South Miami enjoys. With one police officer for every 223 citizens, it is one of the most heavily policed areas in the state. The mayor says that if you call for a cop in South Miami, it takes the officer an average of two and a half minutes to get there.

The rest of the county is gearing for tough times, however, as the rest of the year pushes the homicide toll even higher.

Yet, according to the Herald, things may be bad but "things are getting worse less quickly." The reason, the paper says, is that, while the county suffered an almost astronomical 66 percent increase in the murder rate for 1980, this year's statistics point to a slightly more manageable 11 percent rate.

"Any time you have the number of homicides we have in this community, there is cause for alarm," Metro-Dade Police Commander Pete Cucaro told the Herald. "But it's important that murder isn't escalating at the rate it was before."

Police are also trying to ease citizen fears about the soaring figures by pointing out that much of the spilled blood concerns people involved in Miami's lucrative narcotics business.

"The biggest percentage of homicides are drug-related, people in narcotics preying on each other," Cucaro said. The Dade police official added that for the average law-abiding citizen, be or she "doesn't have much chance of being a victim."

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## Ticking gets louder from correctional 'time bomb'

Last June New York City Corrections Commissioner Benjamin Ward and I wrote an op-ed piece for the New York Times in which we said: "Jail populations are time bombs, defusable only with com-

### PUBLIC FORUM

Commentary

By BARBARA RAFFEL PRICE

munity support." We cited specifically the critical need for communities "to come to grips with the social conditions related to those crimes for which we detain before trial and incarcerate upon conviction." We should also have cited the need for communities to acknowledge the financial and the human costs of jails. New York State voters recently rejected a \$500 million prison construction bond issue by less than 4,000 votes. It thus joins the ranks of other states (Oregon, Michigan, Ohio, and Rhode Island) which have refused to pay more for prisons.

At the same time in a neighboring state, 38 hostages were being held in Graterford, a Pennsylvania prison housing over 2,000 inmates. In October there was a serious disturbance at the Bergen County Jail in New Jersey, while in July it was the Westchester County Jail in New York. Next month there will be another somewhere else. Predicting disturbances and riots requires no great insight into penology. The facts are apparent and the most salient fact is the overcrowding of jails and prisons. The single most immediate and significant determinant of jail or prison tension and violence is overcrowding.

More than at any time in the history of American corrections, overcrowded and overcapacity jails are the norm. Three months ago, for example, the six major county jails in New York State, not including New York City, were at 109 percent of capacity. New York City itself, despite a Federal Court order to hold no more than 9,019 inmates in the city jails, had 9,546 at the end of July.

Nationally we find a similar situation. From the most recent figures on prison population, those for the first half of 1981, we can anticipate that the current jail population overload will worsen. According to the Bureau of Justice Statistics, more people entered the nation's prisons in the first half of 1981 than during the entire previous twelve months. If the rates for the first half of the year continue, there will be an annual increase of 13 percent in the nation's prison population this year. To put this figure into perspective, the increase in the male prison population in 1980 was 4.5 percent, and in both 1979 and 1978 only 2 percent. That is only the picture for males. For females even the 13 percent increase has been exceeded. In the first half of 1981, the number of women prisoners grew at an equivalent rate of 22 percent a year.

The increased prison incarceration rates mean that today's overcrowding in jails will become even greater as convicted felons are kept backed up in county jails after they have been sentenced to prison. Last year the national backup was estimated at 6,000. It can be projected to swell to 17,000 this year.

These higher incarceration rates reflect the current punitive social control response of state legislatures and judges. While arrests have increased, they are not proportionate to the incarceration rate. For 1980, index offenses increased 9 percent. In the first half of 1981 violent and property crime arrests showed a 3 percent increase. Yet incarceration rates in that same period were four times as great. Higher incarceration rates, resulting from the current get-tough judicial philosophy, appear to reflect public attitudes. Its direct manifestations are to be found in:

¶ Recent laws mandating imprisonment upon conviction for certain violent offenses;

¶ Reduced use of probation;

¶ Abolition of parole in several states. (In Indiana, for example, the inmate population soared by 34 percent between

courage similar litigation in many other counties. Ironically, the county of Westchester ended up paying twice since it had already begun building a new jail.

Reform in jails is being forced in still another way. Jail inmates have been bringing class-action suits against state's laws requiring minimum standards and adequate inspection. And, wardens can be held individually liable now that the United States Supreme Court has made it easier for citizens to sue local officials. The National Prison Project of the American Civil Liberties Union expects much more activity from this reform tactic in coming years.

What do we do? The solutions pour forth: more judges to pass prisoners through the jail as quickly as possible; more speed in sentencing once convicted; more probation officers working harder to get presentence reports completed.

### 'More people entered the nation's prisons in the first half of 1981 than during the entire previous twelve months.'

1980 and 1981 when the state eliminated parole);

¶ A general tightening of bail procedures as well as release-on-recognizance procedures. This, of course, directly affects the number of pretrial detainees, and in jails about two-thirds of the population are detainees.

The current overcrowding in jails and the anticipated accelerated level will come, then, from two sources: detainees and convicted felons. We are virtually assured both more personal violence in our jails and more riots in more jails. Experience tells us that overcrowding makes inmates more irritable, aggressive and frequently physically ill. Riot damage to facilities, injuries to guards and inmates and the possible loss of lives will be very costly to local communities.

Moreover, financial costs to communities in the 1980's will not end with riot damage. Inmates in the Westchester County Jail recently won a \$2 million award in damages for enduring unsanitary and overcrowded conditions. To date, it is the largest award of its kind. The court ruled that each pretrial detainee was entitled to \$1,000 in damages and each convicted inmate \$500. Other communities should take warning from this decision, which no doubt will en-

But these fragmented approaches only help reduce the overload temporarily while a crisis atmosphere prevails. They do not go to the core of the matter.

Jails and prisons must operate more professionally. The unconstitutional jail is too costly. Damages from riots cost taxpayers hundreds of millions of dollars and it does not end there because the Atticas and the Santa Fe go on.

The most hopeful mechanism today for bringing institutions at least to satisfactory compliance with the Constitution is the Commission on Accreditation for Corrections.

The commission offers a comprehensive and rational approach because a prison or jail system that meets accreditation standards will first have professionalized its procedures in such areas as improved fire safety equipment, staff training in critical areas, better basic health care and improved facility-operations manuals. It will also have the defense, should litigation arise, of its accredited status.

The commission is in jeopardy of dying. With the end of LEAA support this September, it is presently searching for funding from Congress or other sources. For approximately half a million dollars

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## EUROPEAN POLICING

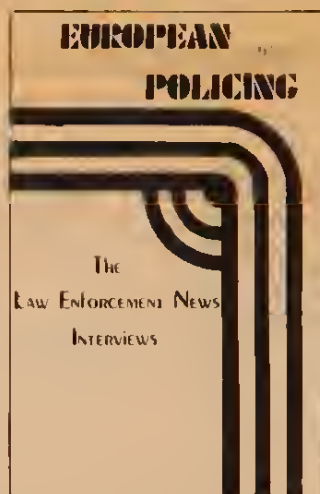
### The Law Enforcement News Interviews

edited, with an introduction by

Michael Balton

with a Preface by

P.J. Stead



In this book, ten European law enforcement executives discuss the organization and function of police in France, West Germany, Italy, Denmark, Ireland, and Great Britain. Conducted by Michael Balton and his colleagues on Law Enforcement News, the conversations reveal how European police are recruited and trained, how they interact with courts and penal institutions, and what contemporary problems concern police administrators most. Because most of the executives had visited the United States, their comments on American problems like corruption, capital punishment, crime rates, and juvenile delinquency are often thought provoking and controversial.

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## Mafia myth and reality outlined in new NCCD literature survey

The image of organized crime in the public mind, fostered by countless portrayals in popular entertainment media, conjures up pictures of sinister men, usually with Italian or Sicilian surnames, who dominate the criminal landscape.

But researchers from the National Council on Crime and Delinquency, in an introductory essay to a newly published report, "Guide to Literature on Organized Crime," say there is no organized crime conspiracy in this country and the Italian Mafia has not been in the past, nor is it today, the linchpin of the underworld.

The new report is a 182-page compilation of abstracts covering 1967 to 1981, and was written by members of the NCCD Information Center.

The authors of the introductory essay, Eugene Doleschal, Anne Newton and William Hickey, do not dispute the ex-

istence of the so-called "Mafia" but say the myth of the Mafia's power and influence grew out of gangland wars in the 1930's and shaped an image of an all-powerful group of Italians directing organized crime activities throughout the United States.

Such an image has been reinforced, the researchers say, by, among other things, the slaying of Mafia boss Salvatore Maranzano in the 1930's, and testimony by Mafia boss Joseph Valachi and others linked to Italian members of the underworld.

William Moore, a history professor at the University of Wyoming, says this image was also enhanced by hearings conducted in the 1950's by Senator Estes Kefauver. Moore says such hearings preyed on public concern with organized crime, but were used mainly to enhance political reputations.



# Tracing ICAP's checkered path to the present

Continued from Page 1

presence. As debate emerged over the value of random preventive patrol, the task force switched its focus to propose the first experimental test of this traditional police practice.

The Preventive Patrol Experiment. A 15-beat area was chosen for the test. These beats were statistically matched into three groups of five and the levels of patrol coverage were intentionally varied. In one set of beats, officers were instructed to enter only in response to a call. In a second set, the level of random patrol coverage was increased by almost threefold, while in the third area, patrol was maintained as in the preceding years. By comparing the different levels of coverage, the effects of random patrol, if any, were expected to be evident in terms of crime, traffic accidents, citizen fear, and satisfaction with the police department. The test allocation was established and maintained for one year beginning October 1, 1972.

Funding from the Police Foundation provided for a comprehensive evaluation of the experiment. Community residents and businessmen were surveyed before and after the experiment to determine victimization rates, fear levels and satisfaction with the KCPD. Data on reported crime, traffic accidents, and calls for service were assembled and analyzed. At the conclusion, no differences attributable to the increase or decrease in preventive patrol were discernible in any of these dimensions. The experiment did not say that patrol could never have an impact on crime or community problems, but rather that random patrol practices had little impact on these problems.

While the Preventive Patrol Experiment was challenged on several methodological issues, the most adept critics conceded it demonstrated that greater flexibility in the use of patrol resources was possible without apparent detriment to a community.

The experiment prompted several police agencies to reexamine their patrol operations. New Haven, for example, determined it could not account for the use of almost two-thirds of its patrol time. San Diego, and later Norfolk, Virginia, surveyed groups of their officers to determine how informed patrol activities were as to historic operating practices. Both determined that the average patrol officer was not knowledgeable as to the correct makeup of his beat or the current crime or traffic problems in that area. These results were not all that surprising inasmuch as departments had never made such information regularly available to rank and file personnel. In the absence of competent problem information at the operating level, and in light of the inconsistent approaches often exhibited by officers working various reliefs in the same area, the lack of impact from random patrol seems quite understandable.

A myth of similar importance in the scheme of traditional policing was the belief in rapid response to calls for service. Rapid response to calls was viewed as an end in itself and as an indicator of patrol effectiveness. It was believed that if response times could be driven lower arrest rates would steadily increase. Similarly, rapid response was regarded as the prime determinant of citizen satisfaction with police service.

The Response Time Analysis Study. In 1973, the National Institute of Law Enforcement and Criminal Justice awarded funds to the Kansas City Police Department to undertake an in-depth

analysis of response time and its impact on arrest, witness availability and citizen satisfaction with police service. The response time continuum from occurrence to police arrival was established through observers in the field, analysis of dispatch tapes and interviews with victims and callers. This research indicated that response time was unrelated to the probability of making an arrest or locating a witness for that large majority of crime discovered after it occurred. Even for crimes discovered in progress, delays in reporting by citizens effectively undercut the value of rapid response for a large portion of calls. Public satisfaction, it was determined, was related to citizen expectations concerning response. Those expectations were largely derived from an ongoing need for police intervention in an in-progress situation or from expectations established by the call-taker. The latter were clearly subject to manipulation by the police agency.

While it took six years and hundreds of written pages to conclude this research, its insights into response time began to affect patrol planning as early as 1974. Clearly, patrol did not have to be the unwitting slave of a ringing telephone, and police departments could take positive steps to manage their call-for-service workload.

As the Preventive Patrol Experiment was drawing to a close and the Response Time Study was beginning, LEAA commissioned two additional research efforts that would profoundly shape the development of ICAP. The first was "A Review and Assessment of Traditional Preventive Patrol," executed by the University City Science Center. This study synthesized all existing research on routine patrol and served as a basis for a later Prescriptive Package entitled "Improving Patrol Productivity." The consultants had reviewed the emerging efforts of a number of po-

lice agencies and concluded that patrol time could be managed and resources employed more effectively if they were directed toward analyzed problems.

The second of these efforts was the famous Rand Report on Criminal Investigation. The Rand study undercut illusions of investigation as an "art form." It clearly delineated investigations as a process capable of being reshaped by better management and improved relationship with patrol. Rand and several contemporaneous studies stressed common themes which included:

- Increased emphasis on quality preliminary investigations by patrol;
- Increased decentralization of investigative personnel;
- Establishment of investigative priorities and intake screening criteria;
- Closer supervision and quality control of investigators' work performance;
- Establishment of case control processes to improve cases submitted for prosecution;
- Improved liaison between police and

prosecutors;

• Greater attention to victims and witnesses.

Patrol and investigative research were both now pointing in the same direction. They stressed closer management of these basic operations and the maintenance of problem-directed, results-oriented approaches.

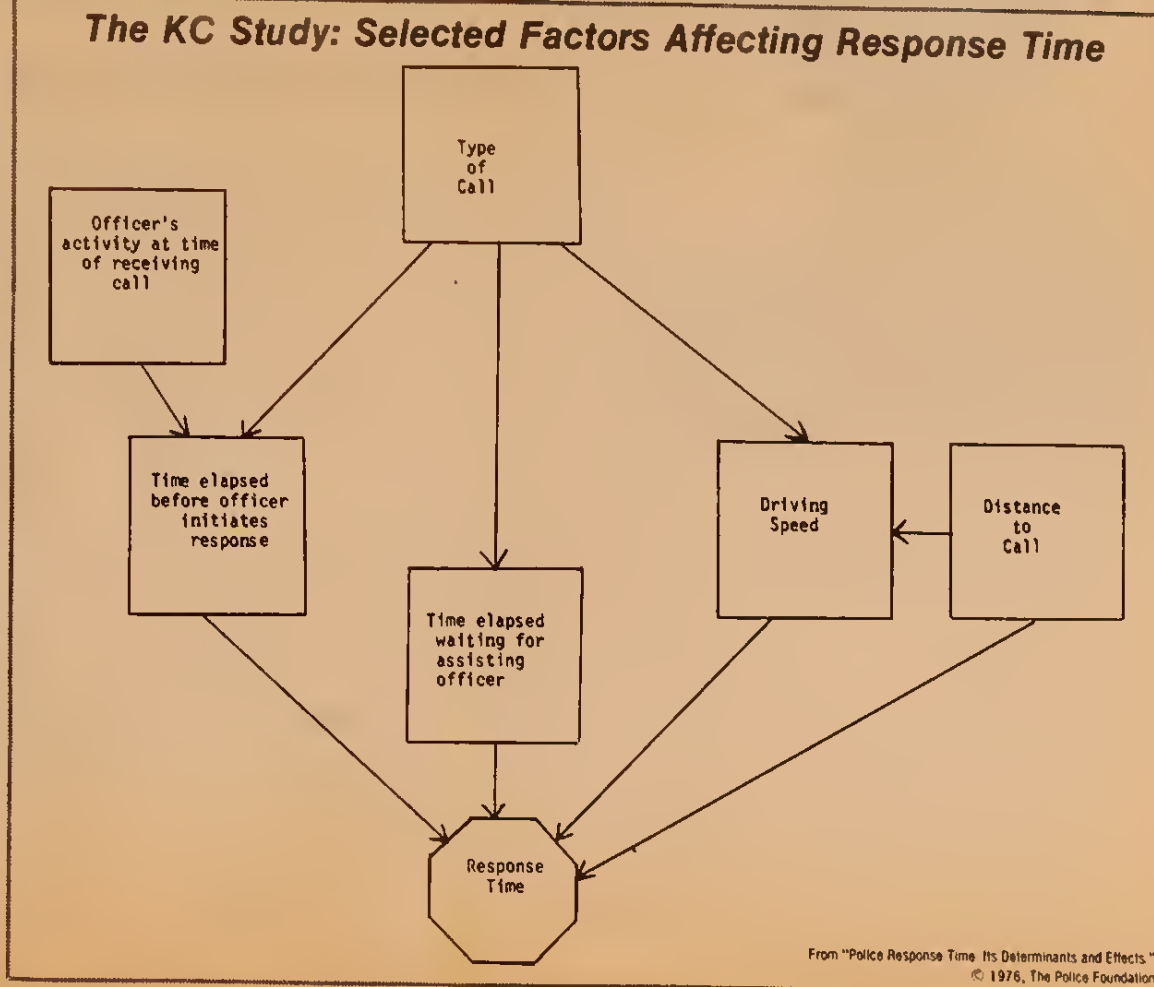
## Preliminary Program Development

As early as 1973, testing began on programs designed to better direct patrol operations.

Community Profiling. The San Diego Police Department introduced a community profiling approach, under which beat officers were required to prepare written analyses of the peculiar makeup of their beats and the major policing problems therein, including crime, traffic and order-maintenance patterns. Officers received training in how to use statistics and how to perform a community analysis. They were required to indicate the priorities to be given to those problems, their objectives in relation to each, and

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## The KC Study: Selected Factors Affecting Response Time



From "Police Response Time: Its Determinants and Effects," © 1976, The Police Foundation

## About the Author

Thomas J. Sweeney is the Director of Staff Services for the Yonkers, New York, Police Department. A former police officer and detective in Portsmouth, Virginia, the author also served as an administrative specialist with the Kansas City, Missouri, Police Department. In this capacity, he was responsible for the development and oversight of a wide range of patrol programs in the early 1970's, including the nationally recognized Kansas City Preventive Patrol Experiment and the Response Time Analysis Study. He has developed ICAP programs for four police agencies around the country.





# The diverse responsibilities of university police

## An interview with Ohio State University police chief Donald G. Hanna

LEN: Let's start with a little bit about the campus you cover, the size of your force, and the relationship between the force and the community.

HANNA: Ohio State University is really a city within a city. I say that because it is situated in a rather dense, urban metropolitan area. It's approximately five square miles, which consists of approximately 200 major buildings. There are about 25 various businesses (on campus) that are open to the public — fast-order food services, dining areas, theaters, bank and medical services, for example. There are five hospitals and four large out-patient clinics, there's one of the more busy airports in Ohio that has well over 100 aircraft housed there. So this is the general description of the setting where 70,000 persons study and work, and then in addition to that, one million visitors annually come to the university for various public services and public events that magnify primary maintenance and other public control needs. In all of this, we have many of the crime and maintenance-of-order problems of many medium-sized cities.

LEN: What is the size of your police force and its relationship to both the campus and the surrounding police force in Columbus?

HANNA: We have 55 police officers who are full-fledged police. They have full police authority, they are designated by statute as peace officers, law enforcement officers, for the university. In this capacity they provide for the exclusive police protection service for persons within our jurisdiction. We're located within a large metropolitan area where there are approximately 30 other law enforcement agencies, the city of Columbus being the largest police agency, and then the Franklin County Sheriff's Department next. We're the third largest in the county (of) approximately 30 law enforcement agencies. In providing the exclusive police protection, we have close liaison with the other law enforcement agencies on a cooperative basis. We have a very good working relationship with them and also with some of the Federal law enforcement agencies, in particular the Secret Service and the FBI. However, we investigate all crimes, prepare the case for court presentation, and in that sense provide the essential police services.

LEN: What would you say occupies the most time for your officers? Since, in addition to being an academic community, you are a residential community, would you say most of the time is spent policing the academic institutions, or do you spend a lot of time covering, let's say, dormitories and the like?

HANNA: Well, I think it's maybe a balance among all of them. The academic endeavor here certainly requires a considerable amount of our time, to provide an environment in which the academic endeavor of the university can be realized. So there's a good deal of effort directed into that dimension. You also mentioned residential. There are approximately 12,000-13,000 residences here at the university. There are 26 large residential halls. There are about 450 apartments in addition to that. So that is another dimension.

*Donald G. Hanna is Chief of Police at Ohio State University, a position he has held since 1970. His career has also included stints as a police management instructor-consultant at the University of Illinois' Police Training Institute and as chief of police in Normal, Illinois.*

*A graduate of Indiana University with a bachelor's degree in police administration, Hanna has also received a master's degree in public administration from the University of Illinois.*

*He has lectured extensively in police and management programs at the University of Illinois, Indiana University, the Chicago Police Academy and a number of police training centers in Ohio. He holds an adjunct faculty position in criminal justice at the Ohio State University and has completed management consultation studies for 12 police agencies in four states. He is also the co-author of six books.*

*This interview was conducted for Law Enforcement News by Edward Diamond.*

A third dimension would be those visitors, those persons on a daily basis that come to the campus for public events or public service. The main public service is in a large medical area that I mentioned with the hospitals and the clinics — five hospitals and four clinics. In addition to the public service are the public events — about 200 of those on an annual basis require some police presence in order to maintain order. This involves a police response to a diverse, broad range of persons and issues, from, oh, highly emotional fans attending a college or high school athletic event on campus to groups of various political and cultural differences who happen to be on opposite sides of an issue. This requires considerable conflict management skills in and of itself.

LEN: What would you say, in terms of the types of crime that exists in a community your size, your officers are most often involved with handling?

HANNA: I think it's the same as with any other law enforcement agency. Ask that same question of any other police administrator and, in terms of the frequency or the number of types of crimes, it's going to be the property crimes, thefts and burglaries. We have approx-

**'One of the ideals that a police manager should have, along with constitutional accountability and productivity accountability, (is) to be responsive to the community.'**

imately 1,800 larcenies reported a year and approximately 400 or so burglaries, you know, breaking and entering. So those are the types of crime that on a day-to-day basis give us the most problem. We really don't have that frequency of crimes in violence against the person. For example, for rape or robbery, we'll have approximately 20 robberies reported a year and 6 or 8 rapes reported a year. Aggravated assault, perhaps a dozen. We may have upwards of 50 simple assaults, but really the crimes of violence against a person make up about one or two percent of our reported crime. The great majority are the theft and property crimes.

LEN: Are there any crimes, let's say, specific to a student population that your officers have to be particularly aware of?

HANNA: We get quite involved in getting information or keeping the community informed of crime hazards, such as what can they do to be aware, what can they do to take precautions to reduce the victimization potential. We give top priority to crimes of violence against a person. Obviously, we're more concerned with armed robbery and rape and muggings than we are with small larcenies, but we give particular attention also to how they can protect their own possessions. In a dense area such as we have here with 70,000 persons in a very small area, there are many opportunities for property crimes. So we have to keep them aware of that and give some guidance in how to reduce that type of crime also.

LEN: Would you say that the problems of drugs and alcohol are significant in your jurisdiction, and has the frequency changed over the last decade or so?

HANNA: I think it has changed within the last decade in regard to drugs, although it never was a community that had a hard drug problem. We're relatively, let's say, a tranquil island in a turbulent sea, where you're concerned with some of the drug problems in some of the other parts of the country. But we have improved a little bit in that regard and certainly have improved as far as order-maintenance problems. You mentioned the last decade, and we certainly don't have the problems as far as riots and disturbances that we had in the early 70's.

LEN: How would you characterize the relationship between the campus police and the student population?

Would you say it's an amiable one?

HANNA: Yes, I would certainly say that, and I reach that conclusion based upon several factors. We need to realize that when I came on as chief of police in 1970, there was quite a bit of concern on the part of the community, the campus community, regarding the style of policing. It was rather obvious from the standpoint of the university administration in responding to 1970, when there was considerable riot and closing down of the university for a couple of weeks. One of the recom-

mendations that came out of that was to upgrade the local police department on campus, and to move more from a security model to a public law enforcement model, and really to have more community responsiveness, police responsiveness.

So we've been through all that and then a movement for a review board, and listening to a bit of concern from various sections and elements within the community, and we've had surveys taken up on an annual basis with the citizens as to what the citizen perceptions are regarding the police in this department. For example, what about the effectiveness of policing, and what about keeping them informed about crime prevention and what about protection of individual rights, and a number of these concerns. So we get a bit of feedback that way. I think this is one of the ideals that a police manager should have, along with constitutional accountability and productivity accountability, to be responsive to the community also.

LEN: As far as your own police force is concerned, where do you concentrate your recruiting efforts, and what are the standards for training for your police?

HANNA: This is one of the mandates that was given to me by the university administration when I was first appointed police chief, the process of upgrading the police efforts here, upgrading the recruiting standards and training. We implemented a two-year college requirement, so most of our officers do have some college. The rationale for this is that when you have a local police effort and the majority of the citizens in your jurisdiction have some college education and are young adults and are very perceptive of social issues and of individual rights, you need to reflect that on the part of the profile when you are recruiting. I think we have made some progress in this regard. We have younger officers than we had in the early 1970's, we have officers who have more college education than in 1970 and this is most helpful in recruiting into an environment such as this. We recruit from the outside. There are a few that come from the criminal justice program here at the university, but not that many. We recruit from other law enforcement agencies throughout the state and there have been some from even out of state.

The training is a concern that we give quite a bit of time and effort and planning to. We have a biannual police academy, which is certified by the Ohio Peace Officers Training Council, and we then provide our own basic training that meets the training standards. It's 14 weeks of intense training that we put on right here in our own headquarters, and we have our own classrooms for it. This is followed up by specialized courses in crime prevention and conflict management, and then the new officer is assigned to a senior officer who serves as a coach and we go into some of our coach-pupil training phase, which will take anywhere from about two to four months to complete. We attempt to have all our officers do 14 weeks of basic, one week of crime prevention training, one week of conflict management training, and then two-to-four weeks of criminal investigation.

LEN: How would you compare the standards of training for your officers and their benefits and backgrounds with those of the surrounding police in the metropolitan area?

HANNA: I think they compare favorably. Some of the basic requirements are mandated by the (Ohio) Training Act, and of course we don't have much discretion with that, but beyond that, I think we compare favorably with some of the other law enforcement agencies.

LEN: Do the police on campus feel that they are on basically an equal footing with neighboring law enforcement agencies?

HANNA: Yes, I believe so. We've had some pay problems, but we're getting that resolved through the State Compensation Board. I testified last week regarding that. We're optimistic regarding getting some im-



# of university policing

f Donald G. Hanna



provements for our pay package come the first of the year. But that would be the only problem that we have currently.

LEN: Are there any different standards, as far as the rights of students as individuals, their own personal rights, and their obligations as far as belonging to a campus community?

HANNA: I don't see any difference or any problem as far as the police. I think some studies in the last decade have indicated that those persons that are more critical of local police happen to be young adults, college-educated and in an urban setting. That certainly pertains to us. Our approach to these young adults in our area is that that's just it — they are adults and there are certain rights that they have and there are certain protections that the law affords them and there are certain responsibilities that they have. This philosophy has worked out very well. Maybe I shouldn't even say it's a philosophy, because it really is recognizing constitutional concepts, a commitment to constitutional concepts. It's really having to do with constitutional accountability, of recruiting and training and putting officers out on the street that are aware of the dignity of the individual. They are aware that there are limitations of police powers. They are committed to the rule of law, in particular, the First Amendment, the Fourth, Fifth and Sixth Amendments, the Fourteenth Amendment, as far as due process and fundamental fairness. This has worked very well with us during the last decade.

LEN: Let's talk about something that's specific to your school. Ohio State is a member of the Big 10 athletic conference and this time of year football passions run high. Can you describe what policing requirements are like for an average game on a Saturday afternoon? How does that change the nature of the campus environment?

HANNA: Certainly, order maintenance is concerned, and when I say order maintenance, I'm not talking about things really breaking down. I'm talking about some orderly flow of pedestrians and vehicles. That's certainly a concern. Our stadium holds just under 90,000. By the time you include the workers and all that, you are probably approaching 90,000 in the stadium on any particular football game. There's quite a football following here; there have been 70-some consecutive sellouts for the last 70-some football games. There are upwards of 20,000 vehicles that we need to get into a rather close area and this requires approximately 200 law enforcement officers to undertake a task such as this. Quite a bit of planning goes into it.

LEN: What does that planning entail? It sounds almost like you'd need a field commander from a military operation.

HANNA: I have two very capable deputy chiefs, and they have the same management style and the same management philosophy and the same priorities. I'm very fortunate in this regard. One of these has been the type of commander that you just referred to, and is very much involved in the planning for incoming and outgoing traffic, the liaison for three other law enforcement agencies that are involved with this endeavor also, a home football game. Also there is a briefing of the four police agencies that are involved in this, quite a bit of coordinated effort into a command post, as to various intersection controls, problems as they develop and how they need to be resolved. It's worked very well the last five or six years. We've made quite a bit of improvement over what it was 10 years ago.

LEN: You talked a little bit earlier about the campus unrest at the time you came on board in 1970. Looking at that, and the national attention focused on what happened at Kent State and across the country, there seemed to be a general unease between students on the one hand and campus administration and security on the other. What has been the biggest change, and how have you gone about trying to ameliorate that sort of friction?

HANNA: That is a fair question, a good question. There was quite a bit of turmoil here in 1970. I wasn't here but I read a number of commission reports and it would have been a very trying experience. For example, in a particular 10-day period in the spring of 1970, there were approximately 250 arrests, approximately 375 persons injured at local hospitals, there was \$100,000

worth of damage done to university property, and there were approximately 4,000 National Guardsmen in, in addition to officers from four law enforcement agencies. The university was actually closed for a couple of weeks. So that would be a trying time for any police administrator.

As I mentioned, this was the catalyst that really led to my appointment. I came from out of state, and was given somewhat the direction of the president at that time, that he wanted to form a local police agency that was constitutionally accountable, as far as rights of individuals. In addition to that, he wanted one that was responsive to community police needs and one that was also somewhat concerned about productivity, as far as the effectiveness and efficiency of the agency. In the process of that, there being a new police chief, there was a considerable number of meetings and listening to concerns that persons of the university had, pertaining to the style of policing and abuse of authority and discretion, and even in some cases the use of force.

I think the approach that any police administrator should have with that is not to stonewall it, not to argue 100 percent for the department, because that is going to come back and haunt him a little bit later on. I think there's a more positive approach, and that's the process of listening, and to emphasize where do we go now, how do we get some change, to progress and improve. That was the general approach to take with this. It defused a review board movement and it gives you a little bit of insight into what the citizens of your jurisdiction really perceive and how they evaluate the law enforcement agency, not only as detached evaluators, but as the clientele who actually come into daily contact with the police, whether as someone in need of service, or as a victim. I think this approach has certainly resulted in some progress for us here. Our annual citizens perception survey always has a high percentage of reports on the department.

LEN: You mentioned earlier the problem of controlling people with divergent political views and cultural differences as well. Is that a significant problem at the university? How do you go about dealing with that?

HANNA: Yes it is, and we have to be ready for this. This is one of the reasons that we have two special purpose teams. One team is a personnel protection team because of the need to provide protection to dignitaries who happen to be visiting on campus, teaching on campus. This can be various heads of foreign states and the President

**'We emphasize that the officers here are clean, mean and tough — not fat, dumb and happy. Not aggressive but assertive; not like cast iron, but maybe like shoe leather.'**

of the United States, who has been here several times in the last decade. So there's that type of need. There is also the need for a team who can respond to conflict management problems, and become part of the solution rather than part of the problem, defusing hostile individuals and determining underlying precipitating incidents of the problem and how best to resolve it. As I mentioned earlier, we even have a week of specialized training for all of our officers in conflict management because of some of these needs. There may actually be something that may occur outside the country that can result in two groups demonstrating, one against the other, over some issue that is pro- or anti-whatever the issue may be at home. We get involved in situations like this, particularly with the Mideast being the way it is. Frequently we have that. The Iranian situation was one of those just last year. You may have to provide protection for a handful on one side of the issue, who are completely outnumbered by those on the other side of the issue. That happens once in a while.

LEN: Is it a problem having to reconcile the rights of free speech with the security needs of the community? HANNA: I think that anytime that you talk about First Amendment rights, as far as right to assemble, right to free speech, and whatever petition they want to make, that's the concern on one hand. On the other hand is protecting the rights of others, the right of access, the right

of entry, the right of moving about, and also the protection of property and protecting a person from bodily harm. We need to balance those concerns. We need to have the type of officer who can respond in a collaborative and coordinated way with other officers who have some finesse and some skill in conflict management, without becoming part of the problem themselves.

LEN: Your own background includes stays in both academic and community environments. Is there any special kind of training that executives for campus police organizations should have as opposed to police executives for "regular" communities?

HANNA: It depends on the community involved. A community ultimately will have the type of policing that they demand or desire. I don't see anything different in our environment here, in the style of policing that is desired, than what it would be in any other community that has a good bit of concern on the part of their citizens. They want a style of policing that is cost-effective, that is productive, that honors constitutional rights, and that is responsive to the community. I don't see anything different in our style than what it would be in a bedroom community of about 45 officers that is adjacent to us. So I would have to conclude that there's really not that much difference, having been a police chief in a municipality in Illinois and then also being a police chief here.

We're really talking about constitutional accountability, activity, accountability in community responsiveness, and how to go about that may be the question. But we emphasize that the officers here are clean, mean and tough — not fat, dumb and happy. Not aggressive but assertive, flexible and durable; not like cast iron, but

maybe like shoe leather. They are durable, they can respond to a variety of circumstances. They are not authoritarian; they are more authoritative. They are aware of their unique authority as law enforcement officers, and exercise investigative authority and arrest authority and the authority to use force in a very knowledgeable and skillful and capable manner. This means that our approach to this needs to recognize what is the role of policing in that type of environment, and what are the characteristics of the individual officer, and then match those up.

I think policing in any urban setting in this country today has basically four characteristics. One is that it is a very complex endeavor and very demanding. It involves sensitive issues and it requires someone who can respond to a good bit of stress, particularly emotional stress, and also involves someone who can work independently, and use discretion and use good judgment in exercising that investigative and arrest authority. So with those characteristics of the police role in a local urban setting, we then need to recruit and retain individual officers who have personal characteristics that match those role characteristics. If we're talking about complex work, then we need someone who has considerable intelligence. If the police work involves sensitive issues, as well it can when we talk about crime con-

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**'An enabling work climate for police officers requires an environment that tends to be natural, informal, with minimal rules that tend to stifle innovation, a police organization where incompetence is not ignored.'**

Continued from Page 9

trol and the rights of individuals, then we need to have officers who have considerable sophistication. If police work is very stressful, as we're finding out with some of the recent information coming out about stress as a consequence of police work, then we need to have officers who have considerable maturity and good physical and psychological health. And if we have a police role that requires considerable discretion and judgment then we need an officer to have the personal characteristics to, well, let's put it this way, the ability to function independently without having very close supervision in the exercise of that discretion. So I think this approach, as far as management, applies anywhere else as well as in an academic environment.

LEN: As far as your own officers are concerned, it seems that their standards would appear to be among the highest, especially for a campus setting. Do you feel there's a need for increased professionalization among campus police forces around the country?

HANNA: I haven't been that involved with some of the others across the country, but let me put it this way: there are police professionals and professional managers, and then there are some who leave a good bit to be desired, whether they are professional police managers or not. I tend to associate more with what I would define as progressive police managers, regardless of where they are in various parts of the country and whether they are in Federal policing or local policing or whatever. I've had some meetings here at the university and have invited in some police chiefs, heads of departments at Big 10 universities. We get together on an annual basis for a couple of days and simply closet ourselves together and talk about common problems. It's very well worth the time and the trip and the effort.

As far as some associations, I'm not that much of an association man. I belong to IACP, and I think that it reflects somewhat of a conservative view — and there's nothing wrong with that. I think a good bit of the membership reflects smaller agencies and there's nothing wrong with that because I think we need to recognize that the vast majority of law enforcement agencies in this country are small, they are under 50 of-

ficers. I somewhat wish that IACP would reflect somewhat more progressive police management ideals and concerns. I also belong to the Police Executive Research Forum and I see more priority and more concern reflected in that association, as to progress and interest in research, and I think that's needed.

LEN: As far as the changes are concerned, a number of recent studies involve some particular innovations such as Neighborhood Crime Watch and selective call response, things of that nature. Are you involved in trying to make your department responsive to those innovations?

HANNA: We're certainly concerned about it, and let me explain it this way. I think one of the challenging police responsibilities is the development of an organizational setting that actually is an enabling work climate for police officers. I think that requires an environment that tends to be natural, informal, with minimal rules that tend to stifle innovation, a police organization where incompetence is not ignored. You need to have that type of work setting so that we can get participation among the officers. And not only among themselves, but to participate with citizens in their jurisdiction to identify and resolve some common police problems. Now if that means such things as you mentioned, as neighborhood watch or staggering some calls, maybe some ways other than sending an officer to take any and all type of reports, yes, we're involved with that, primarily through the vehicle of team policing. We have been in somewhat of a dormant state in team policing in the last three years because of some of the pay problems and turnover that we've had, but we're now having some discussions at our chiefs' level and also among our supervisors. Next week we have a week's course of instruction in team policing and we're planning to go into this on the first of the year, where there will be a team of officers assigned to a certain time segment or to a certain geographic area within our jurisdiction, to meet people in the area and to work with them on a collaborative basis. The team has a good bit of latitude in decision making and allocation of resources to do this. For example, we have one team that is referred to as a special problem interception team. We had one building

where we were getting a considerable amount of property crime, and within an eight-day period of time they made 10 arrests. They've been into another building with a similar problem.

LEN: It seems almost impossible these days to talk to someone in criminal justice who isn't confronted with the problem of a deteriorating economic picture, budget crunches and the like. Is your department facing any problem like that, and how are you going about adapting to it?

HANNA: I think probably we, being a part of state government, were involved in budget concerns much earlier than some of the municipal police departments. We've been talking about the decade of the 70's and that was a decade where most police budgets probably doubled and tripled. Ours certainly did not do that. We have a police budget of \$1.2 million and it's varied between \$1.1 million and \$1.3 million for the last seven or eight years. Now with increasing inflation and rising costs of policing, something had to give in the process. We used to be a law enforcement agency of 75 officers, and, as I mentioned earlier, we have 55. So we have reduced by 20 since 1973. In the process of that I think we have to give a good bit of attention to productivity. Productivity means different things to different people, but primarily we're talking about two component parts in productivity, one having to do with effectiveness and one having to do with efficiency — efficiency pertaining to resources extended, and effectiveness pertaining to results achieved. You can have various types of measurements and collect all types of totals in various types of activities and refer to it as productivity. But I would like to look at productivity as getting at some of the more costly items in the police budget, particularly personnel costs. Police are very labor-intensive. It's not unusual at all for 95 percent of the budget to go for personnel. That's where we as police managers must focus our attention if we're talking about dwindling police budgets and productivity. We have to look at the quality of our officers and the quality of allocation of our officers. What are they doing with their time? In our situation we've done that, coupled with civilianization for some types of work that were done by law enforcement officers previously, and we have been able to reduce our number of officers from 75 to 55. There's been a considerable amount of savings through that. When I'm referring to some of the common types of tasks, many of us are involved with having civilians in parking enforcement or radio-dispatch. But I'm also talking about the record and business services end of the police department. Our police officers do not get involved with manual traffic control, property accident investigation, even minor personal-injury accidents. We have civilians to respond to those. We're completely civilianized as far as the emergency medical response, which used to be a police service of the Ohio State campus. So when we talk about dwindling police budgets, we need to be concerned with how we allocate our officers and how they use their time, consistent with our priorities.

LEN: So would you say that urban police forces that are facing some of the budget constraints that you faced a decade earlier should be looking to forces such as your own to find the best way of accommodating economic realities with effective police management?

HANNA: I wouldn't say that they would have to be looking to our department; I'm not saying that at all. I'm simply saying that it hit us much earlier than other police agencies, and I think that rather than look at us, they are going to have a look at their own officers as far as how they are allocated and what tasks they are doing, and are those tasks actually those that require someone with the unique authority to investigate or arrest or use force, and are those tasks performed under circumstances that are hazardous or require some type of emergency response. I think that if they are not hazardous, and no emergency response is needed, and it's not going to result in some arrest, or result in the use of force, then we as police managers are going to have to start asking ourselves very pointed and difficult questions, such as does it really take a police officer to get involved in those types of situation.

LEN: If you were to take a look 10 years ago at the nature of the student population and their relationship to the campus police, one would suppose that no one could be able to predict the changes that have gone on over the past decade. But as far as the future, what

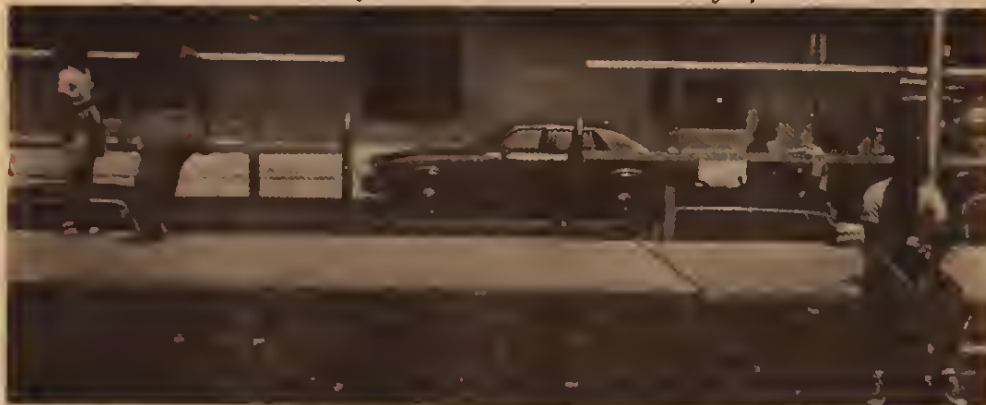
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## Runaways and Non-Runaways In an American Suburb:

### An Exploratory Study of Adolescent and Parental Coping

by Albert R. Roberts, *Seton Hall University*

with an Introduction by Albert S. Allissi, *University of Connecticut*



Every year an estimated million people run away from home, and many of these people are adolescents who become victims of crime, drugs, sex, and murder. In approaching the problem of runaway youth, Professor Roberts studied and interviewed in depth thirty runaways and thirty other youths who had not left their homes.

"Dr. Roberts' study," states Dr. Allissi in the Introduction, "is not just another comparison control group study. . . (but) sheds light on concrete episodes, crucial situational and interactional variables. Parents and others so essential to the study process are brought into the study. . . as a significant component in the interactional drama that brings about runaway behavior. . . Dr. Roberts' study. . . forces us to recognize that the problem behavior of our youths. . . lacks meaning unless it is seen in the situational and interactional context in which it is fostered and subject to social and legal controls."

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## Budget squeeze, retirement rush hurting Big Apple

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think we are doing a better job in terms of deploying our resources."

Other department officials aren't as optimistic, however. One lieutenant, who was quoted by the Times with the stipulation that he not be identified, said, "things are so bad we don't have enough cops to fill the radio cars we have. We can't meet the minimum manning levels."

One commander, who also asked not to be identified, told the Times, "With the manpower we have and the demands for service that are being made, the people are not getting the response they want from the police."

But some officials contend that police are continuing to do an adequate job of responding to radio calls, and they dispute both public outcries for more police and commander's claims that "filled radio cars" are any indication that an adequate job of fighting crime is being mounted.

One officer, who talked with Law Enforcement News but asked not to be identified, said, "People tend to move in the direction of wanting more police to be hired when the crime rate goes up. I'm not so sure that the crime rate doesn't have a life of its own."

As for the quality of radio-call responses, Deputy Inspector Peter Prezioso of the department's public information office said, "We are handling our radio runs. Cops now are doing yeoman's work, but the job is being done."

Mayor Edward Koch, who recently scored a landslide victory for a second term, ran for reelection on a budget adopted last June that called for adding 1,500 new officers to the force by June 30, 1982, beyond the number of cops

needed to offset losses through retirements, resignations and deaths. But recent estimates about the city's fiscal plight have caused the Mayor to curtail his plans to hire new police. Mayor Koch has said that, "no matter how painful," cuts may have to be made throughout the city's budget in order to offset gloomy economic consequences.

New York's police department reached its peak in sworn officer strength in 1970 with 31,797 men and women listed on the force. The decline began in mid-1975 in the middle of the city's attempt to

rescue itself from fiscal insolvency. On January 1 of that year there were 30,911 on the force. A year later, there were nearly 4,000 fewer officers on the force. Mayor Koch took over as chief executive of the city in 1978 with the number of New York cops standing at 24,670.

Since 1979, the police have added approximately 3,000 new officers, including the 1,000 who just completed training at the academy.

As the department waits to find out how large it will be for the coming

year, some officers are acknowledging that a certain amount of "crying wolf" is part of the process. "There are people who will tell you that what we really need is 5,000 more officers," one official said recently.

And another official, who spoke to Law Enforcement News on the condition that no name be used, said, "I don't think that you could convince the Mayor to hire more cops unless the Mayor is inclined to believe that more cops were needed to solve whatever problems he perceives as the mayor of the city."

## Detail new plan for exemplary projects

Continued from Page 1

within its own resources only by limiting the area of search."

She said NIJ may be able to expand the scope of contracts given to such agencies to "provide limited technical assistance," but will have to leave the final design of evaluations to state and local agencies.

According to the tentative NIJ proposal, the advisory board still to be chosen will use the first two months of 1982 to screen programs and identify candidates for on-site validation.

Baldau said this approach "includes a literature review to quickly define the state-of-the-art and to lay the groundwork for an intensive phone survey" to

criminal justice agencies, professionals and experts throughout the country. These interviews will attempt to uncover promising projects not yet explained in current literature reviews.

In addition, a public announcement of the program is planned in professional publications and elsewhere. All applications, Baldau noted, will be screened "against criteria of demonstrated effectiveness, goals achievement, cost efficiency, (and) transferability."

Those projects selected would then be subject to short-term, on-site assessment, with the advisory board reconvened later in the year, perhaps in July, to make its determination of the programs

that will receive "Exemplary Projects" status.

Projects selected for inclusion in the program will be given extensive publicity and, subject to resources allocated by the Justice Department, will be targeted as models for training, technical assistance and duplication in other agencies.

NIJ officials say they now plan to also include projects where evaluations aren't available but which advisers feel are of high quality and represent, in Ms. Baldau's words, "promising innovations in the field." Assessment reports, aided through NIJ, will provide the basis for publication of project information on techniques used.

## Md. county keeps rolling with off-duty aid

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police-to-resident ratio of .8 per thousand.

The personal car program in Prince George's has meant 10 percent of their service calls were answered by officers driving in cruisers while not technically on the job. Last year, the department answered approximately 350,000 calls.

Police Sgt. G. A. Hatton, who uses one of the department's cars while off-duty, says the manpower situation is definitely tight. "I tried to get help (one time)," he told the Post, "but when they punched it into the computer they said nobody was available." But the sergeant said the officer shortage has thus far not resulted in any increase in police injuries.

He also observed, however, that tight manpower situations are more evident late at night when action in the county is more likely to pick up and officers aren't out pursuing free-time activities. Some police say it is not unusual for calls to be stacked up on the dispatcher's terminal because no cruiser, on- or off-duty, is available.

But even when the off-duty cruisers aren't being driven around, some officers say they are providing a service to county residents. Officer Diane Duncan told the Washington Post that she feels her neighbors appreciate having her white police cruiser parked in her driveway even when she isn't in it.

"I think a lot of the neighbors feel safer, knowing you're there," she told the paper.

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the BCI official said.

The Colorado Bureau of Criminal Investigation's primary use of the polygraph, Whitehead said, is "hoping to get a confession." He said BCI polygraph operators are trained by Richard Arther in New York, "and I have faith in his training techniques."

Neal Stratton, deputy chief of the Colorado Springs Police Department, said his agency has used polygraph tests as "investigative aids" in the past and would continue to do so. He said there may have been "isolated cases" in the past where local prosecutors have sought to introduce test results in criminal trials, but he said the state Supreme Court

ruling would not significantly change police procedures in Colorado Springs for lie detector test use.

In the case decided by the state Supreme Court, three different polygraph tests were administered to the defendant. One examiner said the results of his test were "inconclusive" as to whether the defendant was telling the truth when he said he did not commit the crimes he had been charged with. Another examiner said he had been telling the truth and a third examiner said that Anderson had been found to be "qualifiedly truthful."

One trial for Anderson ended with a hung jury. A second jury after hearing the polygraph evidence found the defendant not guilty. The verdict means Anderson

cannot be tried again on those charges, despite the ruling of the Colorado Supreme Court.

### Need Someplace to Go?

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## GAO study rips organized crime strike forces, citing lack of coordination, enforcement failures

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case, none of which had any connection to organized crime.

Justice Department officials defend those cases by saying that strike force involvement came about either because they were spinoffs of larger investigations or because strike force officials were attempting to "turn" defendants in the cases against individuals in larger operations.

Although guidelines from the Attorney General state that strike forces are supposed to hold executive committee meetings at least every two weeks to keep Federal agency officials apprised of investigations in progress, the GAO study found that in the four cities studied, executive committees had never been formed and meetings were not

held.

In his statement to the Washington Post, Assistant Attorney General Rooney said that he did not believe such meetings would "improve cooperation and coordination."

The GAO study said the absence of such committees and meetings contributed to a lack of coordination and a tendency for too many cases to be dropped.

In a recent interview with the New York Daily News, Associate Attorney General Rudolph Giuliani also lamented the poor coordination of Federal and local efforts in fighting organized crime, and indicated that improvement of such coordination is a prime target of the current Justice Department administration. (See related story, page 4.)

The strike forces were also criticized by the GAO for their failure to adequately enforce provisions of the Racketeer-Influenced and Corrupt Organizations (RICO) statute that allows fines of up to \$25,000, sentences up to 20 years, and forfeiture of assets of the criminal enterprise investigated.

Justice Department and other Federal law enforcement officials have complained that the statute is too vague, leaving undefined exactly what constitutes a "criminal enterprise" and how to proceed against assets that have been laundered through a legitimate business or transferred to a third party.

Officials within the Justice Department have said that the law needs to be changed and Sen. Joseph R. Biden (D-Del.) has filed such a bill in the Senate.



# ICAP's alphabet-soup of time-tested ingredients

Continued from Page 7

the activities they would perform during free patrol time toward the accomplishment of these objectives. The profiles had to be updated quarterly.

This approach, tested from 1973 to 1974, proved successful in increasing officers' knowledge of their beats and in shifting patrol activities to meet priority beat problems. Community contacts improved and officers reported greater job satisfaction and feelings of community support. Community profiling demonstrated the ability of rank and file personnel to plan creative solutions to beat problems. When the concept was expanded citywide in 1975, however, it floundered because supervisory attitudes and the performance evaluation system of the department had not been modified to support this new patrol philosophy.

Directed Deterrent Patrol. In 1974, the New Haven Police Department launched this program in which officers were dispatched to execute preplanned patrol tactics ("D-runs"). These tactical plans were developed by a centralized committee working from monthly crime statistics; the patrol officer's role was to execute written instructions. New Haven emphasized a mechanical form of highly visible patrol that was not well received by its officers. In short term tests, however, the approach demonstrated decreases in commercial burglary and purse-snatching. Most importantly, it demonstrated that time for directed patrol could be intentionally carved out even under a traditional patrol system.

The Split-Force Patrol Experiment. In late 1975, Wilmington, Delaware, implemented this program, dividing its regular patrol force into two groups. One group, the Basic Force, was to answer calls for service. The second group, or Structured Force, was to accomplish directed crime prevention activities on a dedicated, uninterrupted basis. Approximately one-third of the patrol force was allocated to this second group. To handle the call-for-service workload with fewer units, a strict proportional schedule was implemented. A call-ranking system was installed, permitting nonemergency calls to be intentionally delayed up to 30 minutes. Wilmington, like New Haven, employed centralized planning of tactics based on statistical data, as well as an emphasis on a mechanical approach to patrol that did not sit well with its officers. Nonetheless, the program effectively demonstrated that crime patterns could be interrupted by directed tactics and that the patrol workload could be managed to obtain directed patrol time within the scope of present resources.

Directed Patrol. As Wilmington was launching its program, the Kansas City Police Department was completing its first implementation plan for a concept known as Directed Patrol. That concept called for time management through telephone and walk-in reporting and call-ranking. It called for a coordinated

mix of patrol activities including community education and organization strategies, tactical patrol, and investigative activities directed toward specifically defined problems. Real-time crime analysis support was built into the patrol precinct. Responsibility for planning and executing activities was placed at the squad supervisor level, with an emphasis on participatory planning. However, the program design sat still in 1975 as the department looked for external support to fund its initial implementation.

## The Patrol Emphasis Program

The Patrol Emphasis Program began as a modest effort to link LEAA research and development in the areas of crime prevention and crime analysis with the emerging thinking on directed patrol. LEAA had extensively supported the National Crime Prevention Institute in Louisville, in addition to providing financial assistance for the 1973 publication, "Police Crime Analysis Unit Handbook." Neither crime prevention nor crime analysis, however, and found its way into the mainstream of patrol operations.

Still looking for funding support, Kansas City was one of the first respondents to the PEP announcement. Two other proposals were received, from Norfolk, Virginia, and Pueblo, Colorado, reflecting the authorship of persons previously involved in Kansas City. These

program designs combined to introduce time management as a standard ingredient in the program requirements for PEP.

In January 1977, the second wave of PEP proposals was received. The Submission from Portsmouth, Virginia, was later to become the most widely duplicated ICAP program design. That program, too, showed the strong influence of the Kansas City Directed Patrol design. It built into PEP an additional concept of broadening the patrol officer's role in preliminary investigations and it adapted from Worcester, Massachusetts, the concept of civilian patrol aides as a further way of enhancing time management.

## ICAP's Debut

In early 1977, PEP was renamed the Integrated Criminal Apprehension Program and lumped programatically by LEAA under the Comprehensive Career Criminal Program. ICAP efforts to upgrade police operations were seen as the logical front-end mechanism to complement other LEAA efforts to prosecute the habitual serious offender. This marriage created the need to link front-end patrol operations with the prosecutorial system. In meeting this need, Managing Criminal Investigation (MCI) concepts were drawn under the ICAP umbrella along with requirements to establish liaison mechanisms to the prosecutor's office. The framework for an

improved warrant service system developed by Washington, D.C., was also grafted onto the ICAP program at that time, rounding out the shape of the program as it may now be seen in several third-phase ICAP cities.

Throughout its history ICAP has reflected an ability to incorporate new ideas and potential solutions developed by the participating jurisdictions or through other research efforts. Regular cluster meetings have fostered the exchange of program ideas between participating cities. In addition to a series of "how to" manuals covering various components of ICAP, the participating cities implemented a Technical Assistance Resource Team concept which provides for free exchanges of personnel to assist one another in analyzing problems or in implementing various program components.

At this writing the ICAP program continues to evolve. Three ICAP cities (Colorado Springs, Oxnard, and Portsmouth) have assumed leading roles in the process of integrating successful LEAA programs in victim/witness assistance, comprehensive crime prevention, and arson control together on a common ICAP foundation.

*The next article in this series will explore techniques employed successfully by ICAP cities to better manage time within their patrol forces.*

## Day-to-day affairs take a back seat as Atlantic City police chief trades charges with press, colleague

Continued from Page 1

Clayton's office become even more heated when discussing details of other stories alleging improprieties in the Atlantic City police department.

For example, a story about the department that appeared last January in the Philadelphia Inquirer told a tale of Clayton and then-Deputy Public Safety Commissioner Albert L. Payton 3d being involved with labor officials who were later found to be connected with a multi-million dollar narcotics ring.

The Inquirer story also alleged that Peyton was "a man with a long arrest record and a reputation for violent behavior." Additionally, the newspaper article quoted officials of the Patrolmen's Benevolent Association as saying that appointments within the department are based on personal loyalty rather than merit, and that law enforcement officials from outside the state and even within the Atlantic City department are reluctant to discuss details of ongoing investigations with Clayton or his personal subordinates for fear that information may leak out to criminals before law enforcement officers have a chance to act.

Ask Willie Clayton about any of these charges and he will vigorously deny them

all. Clayton tells a different tale, one backed up, he says, by countless officials within his department and elsewhere. At the time a reporter from Law Enforcement News put several questions to the director, Deputy Chief Nick Rifice was with Clayton to reiterate his chief's claims in his own and his department's defense.

The picture that Clayton and those around him paint involves charges that Director of Public Works Joseph Pasquale and members of the news media are engaged in a vicious, racially-motivated attack on both him and the Atlantic City police force.

Clayton maintains that his former deputy, Peyton, has no arrest record. Peyton, when reached by Law Enforcement News, would only answer "no comment" to questions posed to him about his past. Peyton was reassigned last November to be commander of the force's canine unit.

Clayton said, "The press keeps me up all night long from trying to answer questions, and I'm really getting fed up and sick of it. . . . My desk is so full of stuff that I haven't done from day to day from the time that I've spent trying to cover the press. It's just getting on my nerves."

The Public Safety Commissioner went on to say, "It's a racist situation. I've been told that: I'm black, the deputy's black and the chief is black. No administration has had all the hue and cry out of this damn press except this administration. Every black person and every white person in Atlantic City I know knows it's racial."

Clayton claimed that when both he and Pasquale won their elections as commissioners, Clayton was told he should take the Public Works Department since most

of the workers there were black. Clayton said he declined.

"I said, I'm staying here (in public safety)," Clayton recalled. "I've got over 30 years; not only do I have the experience in the department, I've worked in every branch in the department. I hold every college degree that you can get in law enforcement, and I think this is the job for me and I plan to remain here."

Deputy Chief Nick Rifice, who is white, agreed with Clayton's charge of racism. "The whole thing is racial, and the reason it is racial is that never in the history of the department have you had a black public safety director. It's always been a black commissioner who always took Public Works, the trash department. Why? Because it's all black personnel."

The Philadelphia Inquirer story stated that "state, county and Federal law officers are more reluctant than ever to share information with the Atlantic City police because they fear that sensitive information will be leaked to suspects. Investigators within the department keep their files locked and guard their informants' identities from their superiors."

Clayton denies this as well, claiming that relations with other law enforcement agencies have never been better. He claims to have received stacks of admiring letters, both from law enforcement agencies and citizens alike.

He also tells of an Atlantic City whose crime picture has vastly improved since his appointment as Public Safety Commissioner. "We have reduced crime, we put a plan out where we give maximum coverage to the people, we've cut down on response time, our arrest record is way up, the letters coming to us from the public now are extremely gratifying."

Clayton also maintained that the improvements were made "with no increase in our budget."

## MOVING?

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## Supreme Court Briefs: debating prisoners' access to the system

Continued from Page 5

award unwarranted. Further support for the Supreme Court's reversal was found in the Court's argument that since the prisoners were able to present evidence to the magistrate as to why arrest warrants should be taken out against the four correction officers, "a state solicitor must be able to present arguments as to why an arrest warrant should not issue." After setting forth that argument the Supreme Court held that actions by the state officials to influence the decision of the magistrate did not violate any rights of the prisoners.

Dissenting from the decision of the Court were Justices Brennan, Marshall and Blackmun, who maintained that their fellow Justices improperly invoked the case of *Linda R.S. v. Richard D.* to deny the prisoners the right to bring this action. The dissenters pointed out that in this case it was not the alleged beatings which were the injury to the prisoners but rather "the deprivation of their constitutional right of access to the courts, assured by the First and Fourteenth Amendments." In concluding the dissent Justice Brennan suggested that if there exists some reason why the prisoners should not be allowed to receive damages in this case, that reason is not to be found in the holding of *Linda R.S. v. Richard D.* (Leeke v. Timmerman, No. 80-2077, announced on November 16 1981.)

### Appearing on the Court's Docket Police Officers — Civil Liability

Four private attorneys practicing in Albany, Georgia, have asked the Supreme Court to grant a writ of certiorari to review the question of whether police officers have immunity in a civil suit for their actions on the job.

This request to the Supreme Court

came after the Court of Appeals for the Fifth Circuit ruled on June 30, 1981, that law enforcement officials were entitled to a "good-faith defense" in a civil action which arose out of the officers' warrantless search "for subject of arrest warrant in home of third party." The appellate court's decision had affirmed the findings of the District Court.

The question specifically before the Supreme Court is whether police officers, who conducted a search for a suspect named in an arrest warrant in the home of a third party without first getting a search warrant, are entitled to the good-faith immunity defense in a subsequent civil action. (*Bass v. United States*, No. 81-633, petition for certiorari filed on September 27, 1981.)

### Consent to Search and Seizure

A Hollywood, California, attorney has petitioned the Supreme Court to determine if in this particular case the father of the defendant voluntarily consented to the search of business premises.

In an unpublished opinion, the California Court of Appeals for the Second District determined on May 18, 1981, that there had been a voluntary consent since the father of the defendant had allowed narcotics officers to search the business premises with drawn guns after they informed the father that he was not a suspect in the case. The search had discovered an amphetamine-manufacturing laboratory on the premises.

At issue in the present case is whether the narcotics agents, acting without a search warrant, violated the Fourth Amendment by "intruding physically at gunpoint into person's private premises and detaining person." (*Miskins v. California*, No. 81-704, petition for certiorari filed on October 13, 1981.)

## Paying the price for overcrowding in the nation's jails and prisons

Continued from Page 6

per year, the commission can continue to operate and work on bringing jails and prisons into accredited status.

No other solution looms as promising. As long as politicians talk of a crisis of violence in our cities, as long as the public overwhelmingly favors harsher sentences (85 percent) and the use of the death penalty (67 percent), as long as judicial discretion is clipped and legislatures enact new sentencing codes with both longer and more mandatory sentences (second-time shoplifting carries a two-year mandatory minimum in Indiana), as long as it continues to take almost a year (227 days in New York State) before a detainee has a trial and begins to serve a felony sentence in a state prison, there will be overcrowding in the nation's jails.

Communities have a choice. Money can be spent to renovate and rehabilitate facilities to meet accreditation standards

or it can be spent to rebuild jails destroyed by riots, to compensate victims and, as in Westchester, even without experiencing a riot to pay millions in punitive damages to inmates incarcerated under substandard conditions. But it is a forced choice because the communities must pay — one way or the other.

(The author is an associate professor of police science at John Jay College of Criminal Justice and president-elect of the American Society of Criminology.)

### What's On Your Mind?

Get your point across on the burning issues of the day — in LEN's Public Forum column. Commentaries should be double-spaced, typewritten, and sent to: The Editor, Law Enforcement News, 444 West 56th Street, New York, NY 10019.



## BURDEN'S BEAT

By ORDWAY P. BURDEN

### Parents Anonymous: Helping child abusers cope with frustrations, curb their rage

For most people, the term "child abuse" conjures up an image of a monster, a depraved sadist who tortures children out of sheer ornateness or a streak of insanity. The reality is that most child abusers are ordinary people, indistinguishable from other adults except that they cannot cope with life's frustrations and take out their rage on their children.

The child abuse problem is immense. Statistics are somewhat slippery, with the experts placing the number of incidents and neglect cases between a million and a million-and-a-half annually, of which around 500,000 are reported to authorities. The statistical picture is clouded by the fact that experts recognize six types — physical abuse, physical neglect, emotional abuse, emotional deprivation, verbal assault, and sexual abuse — each of which, obviously, is subject to the bias of the observer. But whatever the real picture, there is no doubt that child abuse is rampant. One firm statistic provides the clincher: 2,000 children die each year as the result of abuse, making it the fifth most frequent killer of children.

In this dismal picture there is one ray of sunshine. It's a self-help organization for abusive parents called Parents Anonymous. A host of social service agencies also provide counseling for abusers, and for those with the most serious problems professional help is clearly necessary. But for the vast majority of garden-variety child-abusers, Parents Anonymous (PA) is a good bet.

In one respect, PA works like Alcoholics Anonymous — the child abuser must recognize that he has a problem and must want help. If he takes that step, there's an 80 percent chance that PA will help him. Parents Anonymous has more than 1,300 chapters serving over 30,000 families a year. There are no fees, no dues, no obligations. Each chapter — a small group varying from two to a dozen persons — has a sponsor, usually a trained professional, who serves as organizer and, occasionally, as moderator.

Chapters meet weekly to provide a forum for parents to share their fears and frustrations and find support and encouragement in a non-judgmental atmosphere. Experts say that about 10 percent of abusive parents are psychotic, and no amount of group therapy will help them; they must be separated from their children. Most of the remaining 90 percent are ordinary people who feel inadequate and unable to cope with daily stress and who take out their rage on their children. It is these parents who can find help in Parents Anonymous.

Typical perhaps is a PA chapter in an affluent suburb in northern New Jersey. The sponsors are a husband and wife team — a specialist in child welfare services and a former social worker — who began the chapter three years ago. The constantly shifting membership of six to eight husbands and wives is drawn from a representative sample of the community — business and professional men and women — who have trouble controlling their emotions. (Child abuse is not confined to low-income, deprived families.)

The chapter's success rate in ending physical abuse is high. PA members are advised to punch a pillow or kick a door when they feel like hitting their children. If they do continue to hit kids, they get no sympathy from the other members. "Usually there's immediate behavior modification when they've been to a meeting or two," a sponsor said. "Our group is very tolerant, very supportive, but totally unaccepting of physical attacks," she said. "And they can't hide it because we have both husbands and wives in the group. Mrs. So-and-So may not want to admit that she hit her kid, but we find out from the husband. They're really upset about having to come to a meeting and say, 'I hit my kid.'"

Verbal abuse is a more difficult problem because many parents don't even realize that constant put-downs and cutting remarks can leave emotional scars. As a consequence, the chapter is less successful in curbing verbal abuse.

At PA meetings, parents have a chance to ventilate their anger instead of abusing their children, to examine their underlying problems with the help of people who have the same problems, and to brainstorm ideas for dealing with them. "The first step is to let out the anger out in an acceptable way and learn some immediate interrupting action, like banging on a wall when you feel like hitting your child," the sponsor said. "The long-range answer is to begin to understand why you dump on your kid and to plan long-range ways of dealing with it."

PA is not a panacea for child abuse, and it's not for everyone. "It's a very difficult move for a parent to admit he's a child-abuser and to join PA," the chapter sponsor said. She estimated that only one in ten parents who call to inquire about it actually come to a chapter meeting, and less than half of those who do come return a second time. But for those who stay with it, it's a blessing.

Anyone wanting to find out more about PA, or to learn the location and phone number of the nearest chapter, may call (213) 371-3501, or write: Parents Anonymous, 22330 Hawthorne Blvd., Suite 208, Torrance, CA 90505.

(Ordway P. Burden welcomes correspondence to his office at 651 Colonial Blvd., Westwood Twp., NJ 07675.)

## The British Are Coming! (Along with the Scottish, Bermudan and Australian)

On March 17, the annual International Criminal Justice Speakers Consortium will again wash up on America's shores, with a cross-section of distinguished world police officials bringing their expertise to a nationwide network of colleges and agencies. Don't miss out on this opportunity to gain valuable insights into such topics as: incarceration in the Caribbean; polic-

ing in West Berlin (from the standpoint of the British Military Government); juvenile crime in Scotland, and the Australian federal policing system. To find out more about the consortium and where it will be touching down in your area, contact: Marie Rosen, International Criminal Justice Speakers Consortium, 444 West 56th Street, New York, NY 10019.



# JOBS

**Criminal Justice Teaching Position.** The Department of Criminal Justice at California State University-Los Angeles has a tenure-track opening at the assistant/associate professor level for a criminalistics specialist (forensic chemist). Appointment set for fall 1982 semester.

The position requires an individual with substantial experience as a criminalist and in a college teaching setting. A doctorate is preferred.

Send resume before February 15, 1982 to: E. R. Kamm, Chairman, Criminal Justice Department, 5151 University Drive, Los Angeles, CA 90032.

**Chief of Police.** Boulder City, Nevada, (population 10,000) is seeking a solid professional with seven to ten years progressively more responsible law enforcement experience, including a minimum of three years in a supervisory or administrative capacity. The position requires experience and training in the modern techniques of police administration. Command experience and a college degree are desirable. Salary is set at \$29,432, with

excellent benefits.

Send confidential resume and references to: Terry L. Zerkle, City Manager, P.O. Box 367, Boulder City, Nevada 89005. Deadline for applications is January 15, 1982.

**Jail Manager.** Chatham County (Savannah), Georgia, is seeking an experienced jail administrator for its new facility, operating with a \$2 million annual budget.

Applicants should have a college degree in administration or a related field, along with five years experience in corrections, three of which should be in a supervisory capacity.

Salary for the position is negotiable. Submit resume, transcript and salary requirements before January 18, 1982, to: Chatham County Personnel, P.O. Box 8072, Savannah, GA 31412. For further information, call: (912) 944-4669.

**Teaching Position, Criminal Justice.** The Department of Criminal Justice Sciences at Illinois State University has announced the availability of a tenure-track position for the fall 1982 semester, to teach undergraduate and graduate courses in criminal justice research and other criminal justice-related courses.

Candidates should have a Ph.D. with substantial graduate-level coursework in criminal justice, with preference given to those with a Ph.D. in criminal justice. Field experience and/or experience in the area of funded criminal justice research is also preferred.

To apply, write to: Peggy Fortune, Chairman, Search Committee, 401 SH, Normal, IL 61761. Deadline for applications is February 1, 1982.

**Assistant Professor.** Ball State University, in Muncie, Indiana, is seeking candidates to fill a tenure-track position at the assistant professor level in their criminal justice department. The position is available for the fall 1982 semester.

A doctorate in criminal justice, criminology, law or a related area is required, although A.B.D.'s will be considered if the doctorate can be completed within one year. Applicants should have some college or university teaching experience with recorded evidence of the quality of teaching and scholarly research necessary. Some field experience is desired.

Teaching responsibilities will include a variety of courses in criminal justice, with an emphasis on law enforcement and field courses. Salary dependent on qualifications. Tenure is possible, but dependent on performance, budgetary considerations, tenure density and university needs.

Send resumes, three current letters of reference and original copy of graduate transcripts to: Search Committee, Department of Criminal Justice and Corrections, Room 248, North Quad, Ball State University, Muncie, IN 47306. Applications must be postmarked by February 15, 1982.

## Job Announcements

*If you're looking for special people to fill key posts in your department, agency, or educational institution, let Law Enforcement News help. Send job listings to: Jobs, Law Enforcement News, 444 West 56th Street, New York, NY 10019.*

## LEN interview: OSU police chief Donald G. Hanna

Continued from Page 10

changes do you see that may be happening in the next decade in your own college community and in the way the campus police are going to have to adapt to meet those changes?

HANNA: That's a difficult question to respond to. I don't consider myself a futurist, although as a police manager I'm often disappointed in myself as far as the amount of time I don't give to external concerns. I think sometimes you get bogged down with internal management of the organization, but one of the connections for an effective police administrator is that he needs to be concerned with the external, and when I say external, that has to do with future and direction: where are we going to be five years from now, where are we going to be 10 years from now? I think the approach to this is that we need to have an officer's personal characteristics match the role characteristics that I mentioned a little earlier. We need to have an officer who is aware that there is conflict between how police view themselves and the role they perform, and what the public views them as. I think there's some conflict and differences, as far as expectations, criticisms and perceptions. I think we're now beyond, at least in our setting, getting away from some of the perceptions of some of the officers thinking, "I'm society's Jekyll and Hyde, I'm either a hero or a scapegoat, depending on the outcome of the situation." Or, "I'm society's garbage man, doing society's dirty work, going out to the fatal accidents or the very serious accidents or a death, delivering the death message, the suicides, the overdoses," and things of that nature. I think that they're somewhat beyond the "I'm society's puppet," or do this or do that, or society's scarecrow, shoo this away or shoo that away. Or, "I'm a pawn, caught up in court decisions, legal limitations, or a lightning-rod, because I'm a buffer between those two opposing parties on some social or political issue." I think that our officers are now beyond this and if we begin to crystal-ball in the future, they realize that local policing is a very broad and diverse, demanding service, and they almost have to be, well, social entrepreneurs, I reckon. When I say entrepreneurial, they are willing to take on the difficult and to attempt the difficult and to do that which needs to be attempted even though there may be very little success in the outcome. I think that this approach, realizing some of the real conflicts that are involved in local policing, means they will be more ready to get in and work with citizens in the community in a collaborative effort of identifying and resolving police-community problems.



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# UPCOMING EVENTS

## FEBRUARY

1-4. Improving Police Performance Appraisals Seminar. Presented by The Institute of Police Traffic Management. Fee: \$200. For further information, contact: Director, Institute of Police Traffic Management, University of North Florida, 4567 St. Johns Bluff Rd. South Jacksonville, FL 32216.

1-5. Physical & Electronic Security Seminar. Presented by the National Crime Prevention Institute. Tuition: \$300. For more information, contact: National Crime Prevention Institute, School of Justice, Administration, University of Louisville, Shelby Campus, Louisville, KY 40292.

1-11. Crime Scene Procedures Course. Presented by The Criminal Justice Center of John Jay College of Criminal Justice. For further information, consult: Mr. John Garcia, Criminal Justice Center of John Jay College, 444 West 55th Street, New York, NY 10019. Telephone: (212) 247-1600 or 1602.

1-12. First Line Supervision Course. Presented by the Florida Institute for Law Enforcement. Fee: \$150. For further information, contact: Florida Institute for Law Enforcement, P.O. Box 13489, St. Petersburg, FL 33733. Telephone: 361-0661.

2-4. Technical Accident Investigation Retraining Seminar. Presented by The Traffic Institute. Fee: \$275. For more details, contact: The Traffic Institute, 555 Clark Street, Evanston, IL 60204.

8-9. Adult Education and Police Training Workshop. Presented by The Traffic Institute. To be held in Evanston, IL. Fee: \$150. For further information, see: February 2-4.

6-10. Probation Supervisor, Phase III Course. Presented by the Regional Criminal Justice Training Center. For further details, contact: Jack McArthur, Director, Regional Criminal Justice Training Center, P.O. Box 4065, Modesto, CA 95352. Telephone: (209) 526-2000.

8-19. Traffic Accident Investigation Seminar. Presented by The Institute of Police Traffic Management. Fee: \$395. For further information, see: February 1-4.

9-11. Fire & Arson Seminar. Sponsored by the American Academy of Forensic Sciences. To be held in Orlando, FL. Fee: \$135. For further information, contact: American Academy of Forensic Sciences, 225 So. Academy Blvd., Colorado Springs, CO 80910. Telephone: (303) 596-6006.

13-15. Police Rangemaster & Firearms Instructor Course. Presented by Davis Clark & Associates. To be held in Turlock, CA. Fee: \$300. For further details, contact: Mr. Marc Bradshaw, Program Coordinator, Davis Clark & Associates, P.O. Box 6524, Modesto, CA 95355. Telephone: (209) 577-5020.

14-16. Terrorism in The 1980's Program. Presented by Richard W. Kobetz and Associates. To be held in New Orleans, LA. For further details, consult: Dr. Richard W. Kobetz, North Mountain Pines Training Center, Route Two, Box 342, Winchester, VA. 22601. Telephone: (703) 662-7288.

18-19. Funding Sources for Law Enforcement Course. Presented by the Institute of Police Traffic Management. Fee: \$225. For further information, see: February 1-4.

17-19. Night Surveillance Course. Presented by Smith & Wesson Academy. Fee: \$250. For further details, contact: Smith & Wesson Academy, 2100 Roosevelt Avenue, Springfield, MA 01101. Telephone: (413) 781-8300.

17-21. Ninth National Conference on Juvenile Justice. Sponsored cooperatively by the National Council of Juvenile and Family Court Judges & The National District Attorneys Association. To be held in New Orleans, LA. For further information, contact: Juvenile Justice Conference,

National District Attorneys Association, 706 Pendleton, Alexandria, VA. 22314.

18-20. Street Survival Seminar. Sponsored by Calibre Press and the Brookfield Police Department. To be held in Brookfield, OH. Fee: \$35. For further information, contact: Sgt. J.C. Mitchell, Brookfield Police Department, Box 21, 6844 Strimbu Drive, Brookfield, OH 44403.

22-23. Terrorism Intelligence Update Seminar. Presented by the University of Tennessee. Department of Conferences. For further information, contact: The Department of Conferences, University of Tennessee, 2019 Terrace, Knoxville, TN 37916.

22-26. Advanced Firearms Course. Presented by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$375. For further information, see: February 17-19.

22-26. Process for Accident Analysis Seminar. Presented by the Traffic Institute. Fee: \$350. For further information, see: February 2-4.

22-26. Communications Skills for the Effective Supervisor Seminar. Presented by the New England Institute of Law Enforcement Management. Fee: \$375. For further information, consult: Charles V. Barry, Director, P.O. Box E, Beeson Park, MA. 02157. Telephone: (617) 237-4724.

22-March 4. Narcotics Identification And Investigative Seminar. Presented by Lake County Area Vocational Center. For more information, contact: Kenneth A. Bragg, Director, 2001 Kurt Street, Eustis, FL 32725. Telephone: (904) 357-8222.

22-March 5. Advanced Traffic Accident Investigation Course. Presented by The Institute of Police Traffic Management. Fee: \$395. For further information, see: February 1-4.

25-28. Labor Relations As It Effects the Uniformed Force. Presented by the Criminal Justice Center of John Jay College of Criminal Justice. For more information, see: February 1-11.

28-27. Ninth Annual Conference of the Western Society of Criminology. Presented by the Western Society of Criminology. For further information, contact: Dr. Ronald L. Boostrom, WSC Program Chair, School of Public Administration and Urban Studies, San Diego State University, San Diego, CA 92182.

## MARCH

1-2. Major Case Investigation Seminar. Presented by the Criminal Justice Center of John Jay College. For further information, see: February 1-11.

1-4. Injury And Death Investigation Course. Presented by the University of South Florida. Fee: \$225. For further information, contact: Dr. Leonard Territo, Department of Criminal Justice, University of South Florida, Tampa, FL 33620. Telephone: (813) 974-2815.

1-5. Firearms Instructor Course. Presented by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$425. For more information, see: February 17-19.

3-4. Fuel Efficiency Driving Instructor Course. Presented by The Institute of Police Traffic Management. Fee: \$200. For further details, see: February 1-4.

6. Police Hiring: Background Investigation Course. Presented by The Pennsylvania State University. Fee: \$135. For further details, consult: The Pennsylvania State University, Keller Conference Center, University Park, PA 16802.

8-10. Legal Aspects of Private Security. Sponsored by Anderson Publishing Co. To be held in Boston. Fee: \$295. For further information, contact: Security Conference, Anderson Publishing Co., 646 Main Street, Cincinnati, Oh. 45201.

8-12. Arson Investigation Seminar for Public Safety Agencies. Presented by The Traffic Institute. Fee: \$350. For further details, see: February 2-4.

8-19. Jail Operations Course. Presented by the Regional Criminal Justice Training Center. For further details, see: February 8-10.

9-12. State Police Training Directors' Seminar. Presented by The Institute of Police Traffic Management. Fee: \$100. For further details, see: February 1-4.

13-May 22. Certified Protection Professional Seminar. Presented by The Criminal Justice Center of John Jay College. For further information, see: February 1-11.

15. International Criminal Justice Speakers Consortium. Presented by The Criminal Justice Center of John Jay College of Criminal Justice. For further details, see: February 1-11.

15-18. Interviewing And Interrogation Techniques Course. Presented by The Traffic Institute. Fee: \$310. For further details, see: February 2-4.

15-19. Police Traffic Radar Instructor Course. Presented by The Institute of Police Traffic Management. Fee: \$225. For more information, see: February 1-4.

15-25. Crimes Against Property Course. Presented by Lake County Area Vocational Technical Center. For further details, see: February 22-March 4.

16-16. Police Discipline Course. Presented by The Pennsylvania State University. Fee: \$250. For further information, see: March 6.

16-16. Technical Accident Investigation Retraining Seminar. Presented by The Traffic Institute. Fee: \$275. For further details, see: February 2-4.

17-19. Contemporary Issues in Police Administration Seminar. Presented by the Southwestern Law Enforcement Institute. For further information, contact: Donald T. Shanahan, Director, Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, Texas 75080. Telephone: (214) 690-2394.

17-19. Post Shootlog Trauma Course. Presented by Smith & Wesson Academy. To be held in Springfield, MA. Fee: \$250. For further details, see: February 17-19.

20-21. Techniques for Law Enforcement Program. Presented by Davis Clark & Associates. To be held in Turlock, CA. For further details, see: February 13-15.

21-28. 5th Annual International Homicide Seminar. Sponsored by The Southeastern Ohio Regional Crime Laboratory and Hocking Technical College. To be held in Columbus, Ohio. Fee: \$35. For more information, call: (614) 763-3591, ext. 267.

22-26. Police Instructor's Course. Presented by The Florida Institute for Law Enforcement. Fee: \$100. For further details, see: February 1-12.

22-April 2. Police Supervisor In-service Training Institute Course. Presented by The Pennsylvania State University. Fee: \$650. For further details, see: March 6.

23-24. Street Survival Seminar. Presented by Calibre Press. Sponsored by the Hennepin County Chiefs of Police. To be held in Bloomington, MN. Fee: \$50. For further information, see: February 19-20.

23-26. The Field Training Officer Course. Presented by The Institute of Police Traffic Management. Fee: \$295. For further details, see: February 1-4.

23-27. Annual Meeting of The Academy of Criminal Justice Sciences. To be held in Louisville, KY. For more information, consult: Dr. Robert G. Culbertson, President, Academy of Criminal Justice Sciences, Illinois State University, Normal, IL 61761.

24-26. Annual Meeting of Alpha Phi Sigma,

The National Criminal Justice Honor Society. For additional information, contact: Bruce Wolford, 101 Stratton Building, Eastern Kentucky University, Richmond, KY 40475. Telephone: (606) 622-1394.

29-30. Juvenile Officer Seminar. Presented by The Criminal Justice Center of John Jay College. For further details, see: February 1-11.

29-April 9. Traffic Accident Reconstruction Course. Presented by The Institute of Police Traffic Management. Fee: \$495. For further details, see: February 1-4.

31. International Techniques for Law Enforcement and Private Security Seminar. Presented by The University of Tennessee. Department of Conferences. For further details, see: February 22-23.

## APRIL

4-8. Response To Mass Violence: Options and Alternatives Program. Presented by Richard W. Kobetz and Associates. To be held in Gatlinburg, TN. For further information, see: February 14-16.

5-6. Hostage Recovery and Debriefing/Correctional Facilities Workshop. Presented by The Pennsylvania State University. Fee: \$250. For further details, see: March 6.

5-6. Drug Abuse and Work Place Seminar. Presented by the Criminal Justice Center of John Jay College. For further details, see: February 1-11.

5-7. Police Rangemaster Course. Presented by Davis Clark & Associates. For further details, see: February 13-15.

5-7. Officer Survival Course. Presented by Smith & Wesson Academy. Fee: \$275. For further details, see: February 17-19.

5-16. Traffic Accident Reconstruction Seminar. Presented by The Traffic Institute. For further details, see: February 2-4.

5-30. Basic Crime Prevention Theory and Practice Course. Presented by the National Crime Prevention Institute. Tuition: \$900. For further details, see: February 1-5.

13-15. Police Traffic Radar Course. Presented by The Traffic Institute. For further information, see: February 2-4.

18-21. The 44th Annual Conference of the Middle Atlantic States Correctional Association. To be held in Swan Lake, NY. For more information, contact: MASCA, P.O. Box 1514, Camden, NJ 08101.

19-20. Police & The Media Seminar. Presented by The Criminal Justice Center of John Jay College. For further details, see: February 1-11.

19-21. A.S.I.S. Security Course. Presented by The American Society for Industrial

Security. To be held in London. Fee: \$595 for members, \$650 for non-members. For further details, contact: American Society for Industrial Security, 2000 K Street, N.W., Suite 651, Washington, D.C. 20006. Telephone: (202) 231-7837.

19-21. Basic Arson Investigation Seminar. Presented by The University of Tennessee. Department of Conferences. For further details, see: February 22-23.

19-23. Analysis of Law Enforcement Data Seminar. Presented by The Institute of Police Traffic Management. Fee: \$295. For further details, see: February 1-4.

19-24. Traffic Homicide Investigation Seminar. Presented by Lake County Area Vocational Technical Center. For further details, see: February 22-March 4.

19-30. Analysis of Law Enforcement Data Course. Presented by The Institute of Police Traffic Management. Fee: \$395. For further details, see: February 1-4.

19-May 14. School of Police Supervision Program. Presented by The Southwestern Law Enforcement Institute. For further details, see: March 17-19.

22-25. Law Enforcement Hypnosis Seminar. Presented by The Law Enforcement Hypnosis Institute, Inc. Tuition: \$475. For further details, contact: Dr. Martin Reiser, Director, Law Enforcement Hypnosis Institute, Inc., 303 Gretna Green Way, Los Angeles, CA 90040. Telephone: (213) 476-6024.

22-25. Police Ethics Seminar. Presented by The Criminal Justice Center of John Jay College. For further details, see: February 1-11.

23-24. 1982 Annual Meeting of Security Educators. Presented by The Academy of Security Educators and Trainers. To be held in Ft. Washington, PA. Fee: \$25. For more information, contact: Mr. Joseph Chernicoff, USAFIC, P.O. Box 136, Wyncote, PA 19095.

26-May 1. Executive Correctional Management Course. Presented by the National Association of Criminal Justice Planners. To be held in Philadelphia, Pa. For more details, contact: The National Association of Criminal Justice Planners, 1012 14th Street, N.W., Suite 403, Washington, DC 20005.

26-May 8. Institute for Jail Management and Development Course. Presented by The National Association of Criminal Justice Planners. To be held in Boulder, CO. For further details, see: April 26-May 1.

29-30. Appraising Employee Performance Seminar. Presented by The Criminal Justice Center of John Jay College. For further information, see: February 1-11.

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\* 'And on Earth,  
\* peace...'  
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\* As we approach the  
\* Christmas/Hanukkah  
\* season, the editor  
\* and staff of  
\* Law Enforcement News  
\* extend to all of our  
\* readers our warmest  
\* wishes for a joyous  
\* and peaceful  
\* holiday.  
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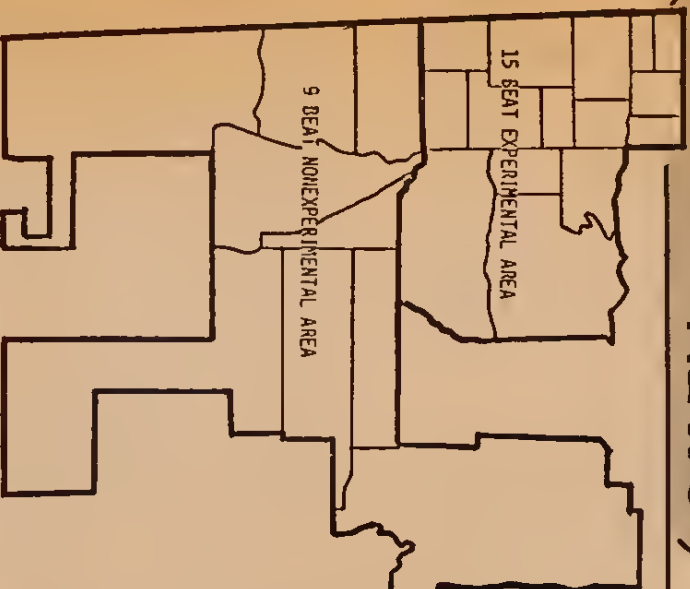


# LAW ENFORCEMENT NEWS

December 21, 1981

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## From KC's little acorn. . .

Out of this curious-looking section of Kansas City grew the sprawling (and successful) ICAP program. The story of this 10-year effort begins on Page 1.

## Cops on campus:

For Ohio State's Chief Donald Hanna, the beat may be only five square miles, but it involves 70,000 people and a giant educational complex. The crash course in university policing begins on Page 8.

